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ABSTRACT

The overall view of the library and its services show that within the "severe" limits of its resources, the library is doing well in its basic services. The call for "excellence of basic services" reflected in the objectives requires continued service improvement and a reorganization of the staff to heighten public services. Too much of the library's recent growth has gone into its records and procedures. The library's basic resources of income, collections, and staff must be increased in the future. The per capita annual support should be doubled to $3.00 per capita in today's money with the county increasing its proportion of support. Eventually, the library should be placed on the stronger footing of a library taxing district. Until a higher level of support is attained, new programs and services must be limited to improving the basic collection, staff, and reference services. (Author/MM)

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A GOAL DIRECTED FUTURE

OWENSBORO - DAVIESS COUNTY PUBLIC LIBRARY

SECTION I - SUMMARY STATEMENT

December 1, 1971

Leland S. King, Director
Planning and Development
Department of Libraries
Frankfort, Kentucky

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LI 003 405

OWENSBORO - DAVIESS COUNTY PUBLIC LIBRARY

STUDY AND EVALUATION

SUMMARY STATEMENT

For the past year, a study of the Owensboro - Daviess County Public Library has been in process. The purposes, as directed by the Board of Trustees, have been to look at the library and its processes and see if changes are needed. The study was to be broad and evaluative and recommend any critical changes needed.

The immediate task was to articulate, from the Board's point of view, and with the Board's sense of priorities, a statement of a goal and objectives to guide the library and to provide a context for this study. If a context could be found to define a future direction, changing the present library structure would have a direct base of reality. The goal and objectives given below are the consensus of opinion of the Board of Trustees.

GOAL: *The public library exists to promote and provide for reading as a behavioral pattern that has the unique characteristics of being good in itself, good for the individual, collectively good for society and compatible with the continuation and growth of the public library.*

OBJECTIVE 1: *To achieve a strong and highly organized collection of materials.*

OBJECTIVE 2: *To attain an efficient and beneficial use and distribution of the collection.*

OBJECTIVE 3: *To promote and provide for reading opportunities.*

The strategies and priorities thus established emphasize the library's need to develop an excellent, centralized collection and a service oriented staff to provide basic library services for everyone in Daviess County. To crystallize service patterns, the recommended programs and organization chart focus on services to the medium to well educated *adult reading public*. A direct involvement and participation of frequent library users is essential for refining and evaluating these services.

An overall view of the library and its services shows that within the severe limits of its resources, it is doing well in its basic services. The call for *excellence of basic services* reflected in the objectives requires continued service improvement and a reorganization of the staff to heighten public services. Too much of the library's recent growth has gone into its records and procedures. Now, these energies and limited resources must be refocused on services.

The library's basic resources of income, collections, and staff must be increased in the future. The per capita annual support should be doubled to $3.00 per capita in today's money with the county increasing its proportion of support. Eventually, the library should be placed on the stronger footing of a library taxing district. Until a higher level of support is attained, new programs and services must be limited to improving the basic collection, staff, and reference services.

The collection is fairly well balanced except for weaknesses in the social sciences (300's) and the applied sciences (600's). The collection holds less than one-half of the recommended titles and suffers in its ability to meet the public's demands for quantity and quality because of its small size.

The present 65,000 volumes should be increased to about 200,000 volumes, 1100 films and 320 periodical titles. This is a tremendous task in itself.

The total staff should grow to about 40 (Full Time Equivalents) as the collection grows to 200,000 volumes. The salary levels must be improved to a competitive level. Staff communications must be improved and the level of staff tensions that reflect through to the public must be diminished. A reorganization of the structure of the library is recommended to improve communications, to emphasize and strengthen public services, to reinforce the chain of command that originates with the Board of Trustees, and to diminish the fragmentation of departmental responsibilities and staff.

The organization chart on page F is offered as a beginning step.

The student-age use of the library is twice that of the non-student-age use at present yet the Board's focus is directed at adults. Judging from a previous survey and the registration count, the library is reasonably well known and used compared to a possible standard of 20% of the population as users. The circulation is average for all Kentucky public libraries and has not changed significantly since 1963. Bookmobile use is relatively low but reference service use is relatively high. There is room for improvement however in reference, inter-library loans, intra-region services, and with those residents of Daviess County who need serious reference assistance and professional expertice.

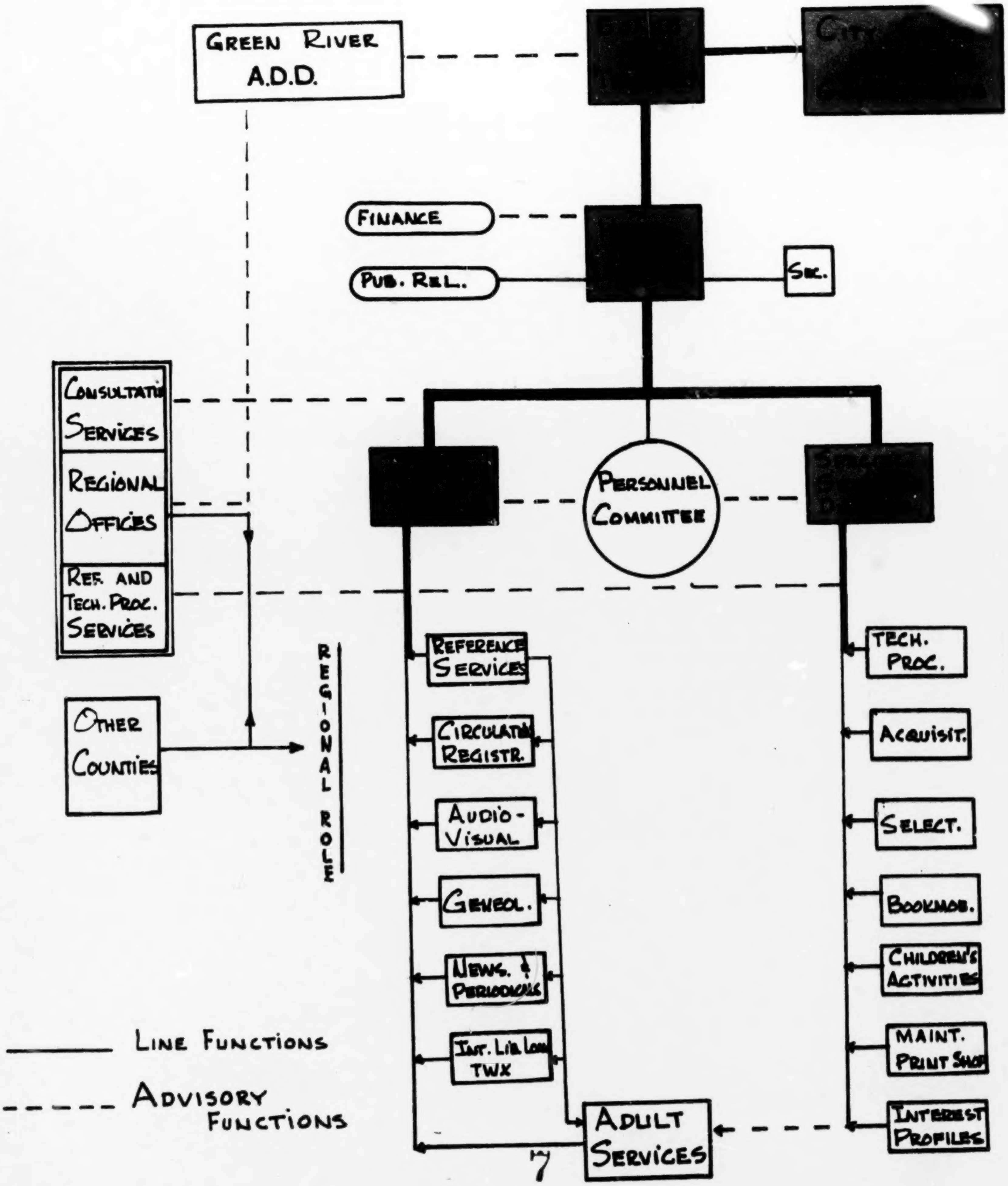
New emphasis for the library should be in improving basic reference services through increased phone service, personal interest profiles from which lists of new special interest books can be sent to users and the reinforcement of a public service philosophy.

The users should be brought into more direct dialog with the library through an advisory group of regular library users and the personal interest profile registrants. The Library Board should become more involved with the community at large and the community of users in particular. The Board should evaluate the library's impacts on its users quarterly or semiannually and, above all, *continuously re-evaluate its objectives, strategies, and the community's needs*. The mode of this study is that the library must first decide what is important for it to accomplish and then look at how to achieve its objectives.

The library should utilize the existing bookmobile to extend services to those with limited accessibility to the library. The service time of the bookmobile should be increased rather than decreased while the procedure and process chores are centrally done at the library.

The library also functions as the regional headquarters for a five county library federation. It must build this role through a joint planning effort with other library and information agencies and the Green River Area Development District. The regional staff should assist in building a true regional library system by assisting *directly in the cataloging process and reference services* offered by the central library as well as coordinating all information sources within the region for use by the regional headquarters library.

Finally, the library must develop a sense of humor or perspective about itself. It must communicate an informal, open and interested atmosphere to its users. Yet, at the same time, it must communicate an involvement with people and a vitality of professional services even, and perhaps, only, at the expense of tight control over resources and procedures for using the library. The impacts of the library are the sum total of *what is felt by people* as they come in contact with it, not the mere books which they borrow. If the excellent start made by the library is to continue and grow it will be because the users' aspirations, which the library in part creates, are exceeded by the impacts, which the library also creates.


GREEN RIVER A.D.D.
FINANCE
PUB. REL.
SEC.
CONSULTATION SERVICES
REGIONAL OFFICES
REF. AND TECH. PROC. SERVICES
OTHER COUNTIES
REGIONAL ROLE
PERSONNEL COMMITTEE
REFERENCE SERVICES
CIRCULATION REGISTR.
AUDIO-VISUAL
GENEOL.
NEWS. & PERIODICALS
INT. LIB. LOAN TWX
ADULT SERVICES
TECH. PROC.
ACQUISIT.
SELECT.
BOOKMOB.
CHILDREN'S ACTIVITIES
MAINT. PRINT SHOP
INTEREST PROFILES
LINE FUNCTIONS
ADVISORY FUNCTIONS

A GOAL DIRECTED FUTURE

OWENSBORO - DAVIESS COUNTY PUBLIC LIBRARY

SECTION II - STUDY DESCRIPTION, DATA AND FINDINGS

December 1, 1971

Leland S. King, Director
Planning and Development
Department of Libraries
Frankfort, Kentucky

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INTRODUCTION

On August 31, 1971, a letter was received at the Department of Libraries, Frankfort, Kentucky, from Dr. Harold Schupbach, Chairman of the Board of Trustees, Owensboro-Daviess County Public Library Board of Trustees. This letter expressed the need for advice and recommendations on a future direction for the Owensboro-Daviess County Public Library. The thrust generated by the new building program had run its course and a relatively new Board had been appointed. The Library Board needed a goal directed future of their own making.

At a meeting between the Board of Trustees and myself following this request for assistance, the Board had many questions. What, if anything, was wrong with their library? What should be done about it and where should the library direct its efforts in the future? From this first meeting with the Board, it seemed imperative that the major question to be addressed was the need for a set of real objectives from the Board's point of view that would provide the context to determine whether or not something was wrong and to help to articulate a future direction. Wrong could only mean not going in the right direction. That direction needed to be defined first.

The single most important function of any responsible library Board of Trustees is to set objectives, policies, and priorities that relate to their local community. This function must be, of course, on-going to be vital. From this basic stance, any number of sources may be pulled in to advise the Board and library staff on how to attain these objectives and priorities in the most economical way. The staff is probably the most valuable source, This became the first objective of the study and by its nature, defined a particular deductive methodology. Define the top structure and the rest will develop its own logic. My role was to attempt to pull out from the Board members their own sense of objectives and priorities. I wanted to avoid the pitfall of injecting library world jargon and popularized values into this study. The sensitivity to problems, needs, and responsibilities must originate and reside with the agency directors if these values are to realistically re-direct the library. The second pitfall to be avoided is the outside "expert" who operates under different pressures and responsibilities from the Board and staff. This outside "expert" then recommends but fails to effect the existing situation.

A second part of the problem statement is the Board's deisre to know what should be done to improve the library. This problem statement defined a more standardized library survey mode of observing and measuring the library's resources and procedures. The bulk of the written study description involves this second objective but is necessarily only relevant after the objectives have been defined. I believe the most significant part of this second part of the study is the provision of some evaluative measures of the library and, because of the utilization of library staff to collect most of the data, some staff awareness and experience in using these measures.

Because of the nature of these two study objectives, the specific conclusions reached are far less significant than the methods used and responsibilities defined for the Board. The specific recommendations can effect the library only once and have little on-going effect except that given to one person's observations and opinions. If the Board would re-evaluate its objectives and priorities and request measures of the library's performance only once a year, the effects of that sensitivity will be far greater than the immediate recommendations.

The study in both its parts represents the equivalent of perhaps a one-month concentrated study. The many delays and waiting periods stretched this look at the library into a 12 month period. In some respects, a concentrated study would have been better in maintaining momentum. In other respects, the long period allowed for more in-process evaluation and feeling for the library.

In a sense, it has been a difficult study as there were no glaring errors in the library and no obvious problems that could be corrected by a set of sweeping suggestions. Fine tuning is more difficult to see than a rough basic design for a new library.

I wish to express my sincere appreciation to the Board, Librarian, Library Staff, and Regional Staff for participating in and assisting with this study. Though the study should have involved more dialog and contact with Board members and Staff and should have further delineated community needs, I feel it will benefit the library by beginning a process of articulation of objectives and priorities.

METHODS

In general, three methods were used during the course of the study.

The first method was essentially a questionaire designed to ellicit from the Board their personal value judgements. A previous telephone questionaire procedure was reviewed and considered. It was decided that since the public had recently been sampled, the limited time available would best be spent in working with the Board and in-house procedures and collections.

A second method used was essentially a numerical assessment and delineation of resources and transactions to determine trends and growth patterns. Some brief sampling was done from registration files and the collection to estimate quantities where counting was prohibitive.

A third method used was a relative assessment generally measuring the relationship of demands on areas of the collection to strengths or weaknesses of the collection. I believe this relative weighting will prove to be a most useful approach to modifying and building the collection.

The reliability of data collected is dependent upon the staff used to generate these data. Since I could not be present to control the various small surveys and samplings, I must assume the statistical conclusions to be as much suggestive as conclusive. In most cases, the tabulations are simply to find percentages and must be assumed to have wide tolerances.

SECTION B - CONTEXT DEFINITION

1. User Attitudes

A survey dated August 1, 1970, bu Gus E. Davis of Kentucky Wesleyan College is included in Appendix A for reference. This telephone survey did establish that approximately ½ of those surveyed did visit the library. This is substantiated by the registration statistics. The reasons for non-use revealed by this telephone survey center around transportation, inconvenience factors, and distance to the library, (28.7%). Nearly twice this amount offered no reasons. Suggestions given to increase the attraction of the library were primarily reasons concerning more lenient rules. Perhaps most significant were the items listed under services that need to be improved: books, 8.4%; films, 2.5%; magazines, 1.1%; longer hours, 2.6%; more children's hours, 3.4%; and more adult education, 1.9%. Other informative comments requested more information for professionals, and more reference information. Although this is sketchy information on user needs, it does indicate the need for access to central services. More work is needed on the needs of the users but this should be the subject of a separate study of a more specialized group of adult library users.

General community needs were not surveyed because of limited time. I feel community needs studies are not always useful compared to the perception of those needs by the Board. The objectives eventually delineated indicate the Board's preference for a professional oriented, highly organized, library collection with a focus on the information needs of the medium to well educated user. This perception of service reflects the Board's sense of community needs and goes much farther toward reorienting the library toward those needs than delineating rather general community information needs. In this way, the power structure of the library is tapped for their response to needs. The collection is compared to the user demands made upon it. I believe this will offer, over the course of time, a truer picture of the user's information needs than any questioning of the general public. In essence, it will be *the Board's perception of needs* that take precedence over those of the uninvolved observer or outside "expert".

Once a commitment has been made to focus services on a specific subgroup of the population, I recommend that a systematic and detailed study be made of their information, reading, and education needs through reference staff interviews. This will form the basis for the personal interest profile program and user advisory group recommended further on in the study.

2. The Goal and Three Objectives

There are two general problems of studies of library servides that attempt to establish goals and objectives. One is that the surveyor tends to supply a goal from the professional norm. This is seldom related to the goals of the Board or Librarian and as such becomes jargonistic and pure public image. Secondly, if a surveyor throws the whole topic of "where do you want to go from here" on the table for discussion by the Board and librarians, a polarity of verbal opinions forms two or more camps. Often this results in strong personality conflicts and role playing, which misses the value of developing a consensus of the Board as a whole. Dialog and confrontation seldom produce both real value judgments of any strength and the necessary consensus to provide strong direction. Another method was sought using written instruments based in part, on the rationale of the power of consensus used in Delphic studies.

In this case three instruments were chosen to begin to formulate a realistic consensus of value judgments and priorities about what is important for the library to do and why. A series of 6 statements named Arguments that explained a valid rationale for having Library services was ranked twice to get the consensus of agreement among Board members as to why the Library should exist.

Secondly, a series of about 30 Impacts of services of a library was ranked twice to get the Board's consensus of opinion on what the

Library should do. Thirdly, and least useful in the long run, various subgroups of the population were ranked twice to determine a priority statement. These three instruments were used to produce one goal, three objectives, and a perspective on services and population priorities. This statement was then given to the Board and changed by them to provide a reasonably agreed upon consensus of purpose and priority. This provides a context to judge the relative value of programs as well as a sense of strategy for developing new directions for the library. (These three instruments are provided in Appendix A.)

The goal and objectives are the guidelines to be followed and the criteria against which every activity of the library should be measured. It is the primary function of the Board to set these goals and objectives and periodically measure their library's progress in achieving them.

Briefly, a goal can be defined as the timeless sense of direction toward which the library is striving. It is timeless in that it is not forseeably attainable. It is really the major intent or motivation behind all the library's activities and is, ultimately, a moral value. Goals are often stated as generalities and then inevitably overlooked as being a trivial statement. The goal and objectives have been carefully derived by consensus through determining the priority of impacts the library should have and the priority of summary statements of why the library should exist. Needless to say, the goal used here is well thought-out as the central theme that is to be reflected in every activity of the library.

Objectives are a bit more concrete and realizable than a goal since they express what is to be achieved. They define and give meaning to the moral value expressed as a goal. The objectives are immediately below the goal or goals in what might be pictured as a pyramid of logical development. On the bottom of the pyramid are the projects or actual activities that are going on and in between are the rationale and priorities that translate this lofty goal into actions. Any program that does not contribute to an objective should be dropped as a waste of resources.

The ranking exercise entitled "Arguments" seemed to provide the most insight into the total context for what the Board wants the library to become. The ranking exercise entitled "Impacts" provided the most insight into what the Board wants the library to do. Both were helpful in deciding what the Board felt was important and what was trivia. The ranking of population characteristics was the least useful as primary data but does provide a cross check on other value statements.

The "Arguments" give an excellent picture of what the Board wants the library to be but relatively little about why. The Board wants, almost unanimously, a highly efficient, centralized collection of books. They want, and the Librarians generally agree, a finely tuned mechanism for storing and distributing books for those who can read and ask for something to read.

The "Impacts" almost unanimously emphasize building the collection of books. The primary function should be to provide for use any book owned by the library. The exact use does not seem important. It could be pleasure, education, both formal and self-improvement, personal interest, etc., as long as the primary responsibility of locating and retrieving the book is fulfilled.

It need not be the best book or even the right book as long as the person gets it and then, hopefully, reads it. The Board believes most strongly, in my opinion, *in reading; reading as an act in itself, as a means of learning, and most important, as a human characteristic*. *There is a hope and belief that reading will make people better with some thought given to good information bringing about good decisions in people's lives*.

Education, I believe, is more of a by-product rather than a goal as there is not a high priority given to information or learning. It is apparently not the library's purpose to teach reading or learning skills. This would overlap with the responsibilities of public education.

For these reasons then I would express the Board's goal for the Library in the following way:

> *The Public Library exists to promote and provide for reading as behavioral pattern that has the unique characteristics of being good in itself, good for the individual, collectively good for society and compatible with the continuation and growth of the public library*.

Reading seems undoubtedly to be the central theme both in the impacts the library should have on people and in the reasons or agruments for the library's existence. The Board gave little priority to teaching reading skills and subject areas and little priority given to education and students. This provides some verification for expressing the major thrust of the library as "reading" rather than education or information.

Objectives

The relationship between a goal and objectives is a reflection of the responsibilities felt by the Board. For example, an objective of the goal "reading" could be improving eyesight. Yet, I am sure every one would exclude that objective. Another objective could be to "teach reading" yet I do not feel this would express what the Board feels. Finally, an objective could very well be to "print books" and yet for some reason or set of reasons, these objectives have not been chosen.

What became most clear from the rankings is that the Board chose to strategically address the goal of promoting reading through a strong collection of books and their immediate circulation and use. There are many objectives needed to completely define all the non-trivial approaches to striving toward the goal of promoting good reading. Since any institution can and must choose from amongst them in some order of priority, I would suggest that the following three objectives are the most important approaches to the Board. The following list should be reviewed all the time and modified when necessary to encompass thoroughly what the Board decides the library resources should be used to accomplish.

1. *To achieve a strong and highly organized collection of materials.*

2. *To attain an efficient and beneficial use and distribution of the collection.*

3. *To provide for and promote reading opportunities.*

The first objective clearly reflects the primary concern for finding any book wanted by the patron and the Board's desire for a strong, centralized storehouse of materials. Highly organized not only refers to the card catalog but to the emphasis throughout the library on order and a systematization of the collection.

This first objective directs the library's resources, staff and materials, into a major effort at building a fine collection of reading materials. It calls for in-depth coverage of reference materials through indexes, subject bibliographies, and cataloging depth. In summary, this objective should be met by acquiring books of general interest to the medium and well educated patrons. The collection should grow to the maximum designed for in the building, 200,000 volumes consisting of about 150,000 titles. Activities of the library that should be realted together as contributing to this objective are as follows:

1. Book purchases locally and from the region.
2. Book selection (includes records, A-V, and tapes)
3. Technical Processing

4. Regional Processing.
5. Card Catalogs, D.L. Book Catalog, TWX.
6. Audio-Visual Materials and Equipment.
7. Geneology Collection.
8. Print shop to be Used for Library Publications.
9. Regional Staff Back up to Technical Processing.
10. Weeding of the Collection.
11. Periodicals and Newspapers.
12. Financial Resources of the Library.
13. Personnel Resources of the Library.
14. Physical Plant Resources and Maintenance.

The second objective, *To Attain an Efficient and Beneficial Use and Distrubution of the Collection*, together with the statement of impacts desired by the Board directs the use made of the collection. It should be used efficiently and benefically by strengthening public services to medium and well educated patrons. The auxilliary functions such as audio-visual, bookmobile, and community programs shall serve as a means of promoting reading and study. The library should increase the uses made of the collections and staff through increased reference and reader's service, and more individual and personalized attention given to any user requesting it.

The library is directed not to be a storehouse of books, archives, or museum for historical materials but should design each of its services and collections toward the reading public. Special services to disadvantaged, to special groups, and to special age levels should be on patron request only. These programs should be based on specific people rather than on stereotyped groups of the population.

The primary design of general programs should be for a medium to well educated person who is now a reader or, in the case of the second focus group, 7-9 graders, those who have an immediate need to read.

The activities of the library that relate toward the fulfillment of this objective are as follows:

1. Reference Services.
2. Displays and New book Lists.
3. Bookmobile services to the County Patrons with Poor Access to the Library.
4. Geneology Room and Services
5. Circulation Services.
6. Registration Files.
7. Regional Personnel Involved in Reference Services.
8. Inter-Library Loans.
9. Children's Department.

The third objective, *To Promote and Provide for Reading Opportunities*, directs the staff resources to increase both in quantity and quality the number of interactions between staff, collection and patron. Interactions between the collections, staff, and patrons to promote reading opportunities means the library shall provide special services such as increased reader's service, patron interest profiles and reading lists at a new personalized level. This objective directs the library resources not outside the library nor inside it but rather at specific people wherever they may be. Reading opportunities should be taken to mean directed interactions between staff, collections and interested patrons.

All the special programs of the library should correlate and be related to reading. Those programs and efforts related to the achievements of the objective are as follows:

1. Film Programs.
2. Story Hours.
3. Reader's Advisory Interest Profiles.
4. New Book Lists.
5. Library Meetings for any Community Groups.
6. Services to the Blind.
7. Lectures.
8. Geneology Programs
9. Discussion Groups
10. Deposit Collections.
11. Home Library Services.
12. Mail Service and Delivery Service.
13. Library Classes
14. Public Relations Work.

The summary "Arguments" for why a library should exist in Owensboro are labeled A - F and are listed in Appendix A in their order of priority by the Board; F, A, B, E, D, and C. The major difference in ranking these stories of library purpose from the ranking by local librarians is that the librarians wanted to emphasize argument "E" instead of "A" for second place. The Impacts ranked by the Board are also listed in their final order of importance in Appendix A.

3. Implications and Strategies

Obviously, delineating 3 objectives and one goal from among the many plausible reasons for a library's existence narrows the field of activities to those that have some direct bearing on achieving these objectives. It is a more rational approach to concentrate the library's limited resources to the building up and staffing of a *strong main collection and bibliographic network* than dispensing "popular" and ephemeral materials throughout the county. The first strategy or image then is certainly that of strong centralized services as opposed to broad county coverage.

Secondly, the objectives clearly indicate that the greatest efficiency lies in providing reading materials to *those who already read* and request materials rather than attempting slowly to build reading talents and users from non-users.

Thirdly, I believe an implied strategy should be some form of *user participation and direct communication* to determine the many meanings of "beneficial" rather than a shortgun approach to building a general collection and meeting general needs.

Fourth, a broad strategy that becomes apparent is the *reinforcement of reading* through reading related programs as opposed to say education or achievement related programs and courses.

Fifth, a broad strategy should be delineated as *"highly organized"* as opposed to "loosely related" or "undirected" collections, reader's services, and card catalog files.

The broad parameters for the future are first and foremost the staff in terms of what types of services best uses their talents and matches their expectations. Secondly, the existing building will not change or lose prominence for many years. Thirdly, the library's legal role requires an opportunity for services for all county residents. Fourth, the financial support is realistically limited to about a 5% to 10% annual increase for the foreseeable future. This is a stable level considering inflation. I believe the stated objectives will and, in fact, necessarily are within the boundaries of these parameters with the only possible problem coming in relation to the third parameter. While the statutory setting is county wide, the implied strategy is more favorable to those with ready access to the library grounds. I would add a sixth strategy to the list to address this discrepancy: a strategic approach should be defined as *improving access to the services* of the library through telephone and where feasible, mail services to deliver requested materials.

Priorities

While opportunities for service must be open and available to all county residents, a consensus of preference exists for the medium to well educated adult reading public with a second preference expressing for 7-9 grade young people. The non-user and disadvantaged should not logically become the focus of new or rejuvenated library programs. Perhaps, this should be phrased as a seventh strategic approach; *service focus to the medium to well educated adult reading public*.

Given these objectives, parameters, and strategies, I would suggest two final strategies to complete the framework I have used in examining the existing library.

Eighth, I would recommend that following the past period of relative expansion, the library should now profit from a period of "Contraction"; a *restructuring, definition, and improvement of basic services, organization, and resources* as opposed to a flood of new programs and broad undefined responsibilities. Perhaps this is better phrased as developing, building and analysing the inputs of basic resources rather than finding new outputs.

Ninth, finally, I would suggest the rather difficult task of developing a *sense of humor or sense of perspective* about the library and its procedures within the staff. This strategy will be developed further in the next section.

A summary of this goal-objectives framework follows:

Goal - Objectives Framework

Goal

The public library exists to promote and provide for reading as a behavioral pattern that has the unique characteristics of being good in itself, good for the individual, collectively good for society and compatible with the continuation and growth of the public library.

Objectives

1. *To achieve a strong and highly organized collection of materials.*
2. *To attain an efficient and beneficial use and distribution of the collection.*
3. *To promote and provide for reading opportunities.*

Strategies

1. "strong main collection and bibliographic-network tools...."
2. "those who already read"
3. "user participation and direct communication"
4. "reinforcement of reading through reading related programs"
5. "highly organized"
6. "improving access to services"
7. "medium to well educated adult reading public"
8. "restructuring, definition, and excellence of basic services"
9. "sense of humor or sense of perspective"

It is within this goal-objective-strategy framework that the following examination of services and recommendations for changes are made.

SECTION C - INPUTS INTO THE LIBRARY

1. Staff Resources

The most important input into the library is the staff in daily contact with the library users. It is difficult to evaluate staff performance as this is primarily an internal matter. There are no staff standards that are valid for a specific library. Besides the obvious fact of very low salaries, the only other interesting comparison is the population per full time staff equivalent between similar Kentucky cities; Covington = 6,126, Paducah = 5,324, Lexington = 3,929 and Owensboro = 3,012. Owensboro has a large staff relative to these three similar public libraries in Kentucky. As the collection grows to 200,000 the staff should grow to 40 F.T.E.

A brief look at the experience and education of the staff does not yield any unusual factors. The ninth strategy mentioned in Section B reflects my own subjective opinion that; (1) *there is a high degree of tension in the library's atmosphere;* (2) *there are too many part time staff members in critical positions,* (3) *there is a fragmentation of the staff through too many separate departments, and* (4) *the present "two strata" organizational structure does not promote staff communication or direction.*

These observations over a period of 3 to 4 months lead to the strategy of developing a "sense of humor and perspective" with the total library structure. Although there will be other specific approaches to the staff problems above, I believe there are some immediate things the Board and Librarian should do.

A. Less energy and prominence should be given to the Library's records and their maintenance. I believe the finely tuned record keeping systems and procedures have absorbed too much of the growth of the library over the past 5 years. Some suggestions for decreasing the procedural activities are found in the sections dealing with circulation, registration and technical processing.

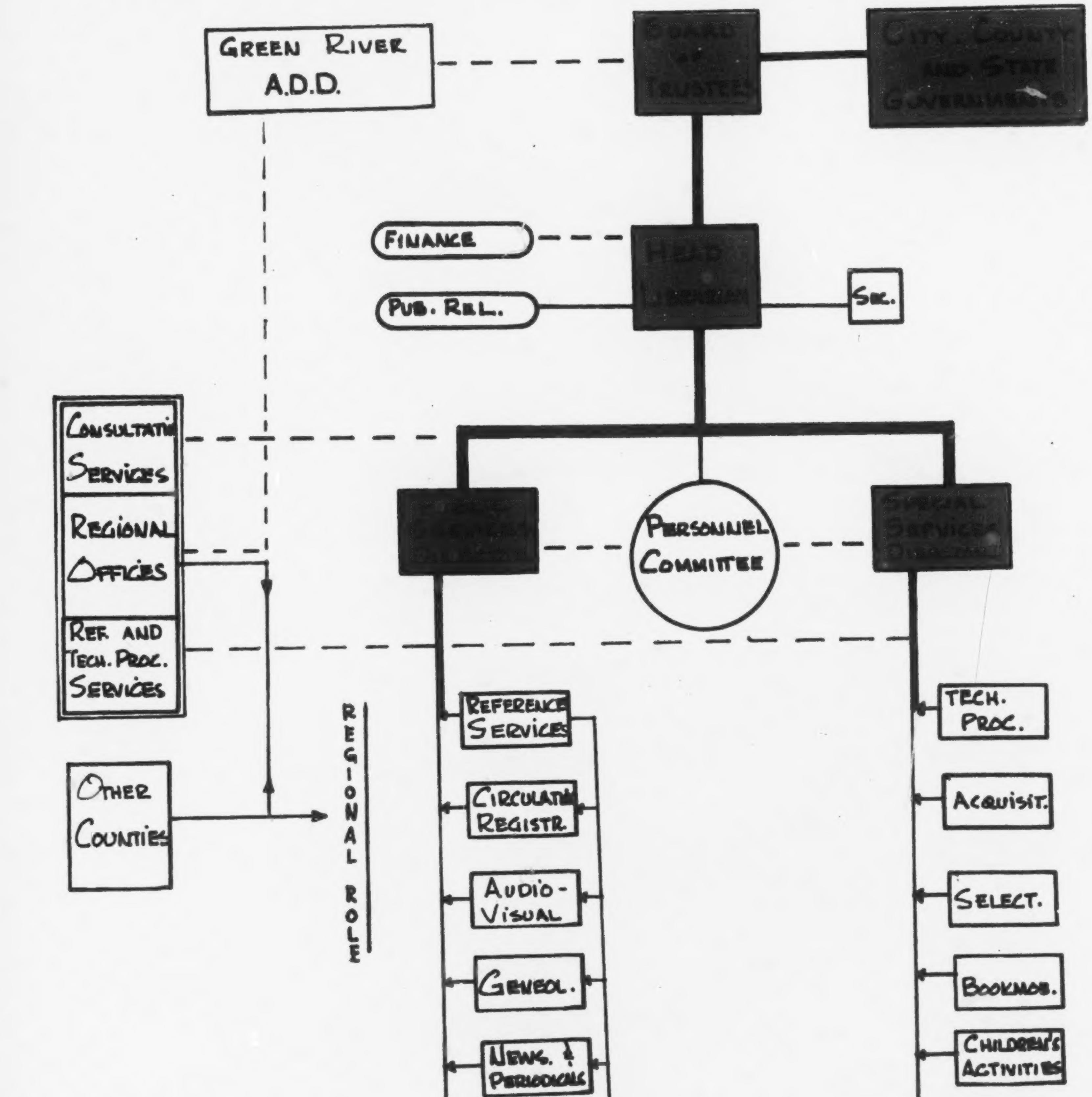
B. Staff Salaries. That staff salaries are low is obvious, but less obvious is the long range trends resulting from low salaries. Salaries should be raised 15% across the entire staff, but salaries should also be used as incentive and compensation for outstanding work. I would suggest that some form of incentive or merit raises be instituted. Finally, the salaries of key positions must be increased to be at least compatible with professional salaries through the state if the library is to compete for top personnel. The only available figures on salaries for Kentucky are from a Kentucky Libraries Association salary schedule. This is included in Appendix B but should be updated to 1972 and modified to fit Owensboro.

C. Staff Morale. I would suggest that the personnel policy now being formulated by the Board should attempt to mix the staff regarding age, sex, and interests expecially in increasing the ratio of men to 1/4 or 1/3 of the total staff. This is a long range objective through normal staff replacements.

D. Organization and Structure. The library at present would appear to function with two strata of staff, administrative and employees. This should be changed to coordinate activities and communication up and down the organizational structure. The present structure maintains 6 - 7 departments. This should be consolidated into two major divisions within the library; Public Services and Special Services. One department head from each should be directly responsible to the Head Librarian and those supervisors of projects, programs, or activities should report to these two department heads. This should create a middle level for communication and coordination of library activities. These department heads need not be extra staff due to the severe budget limitations but must have staff respect and administrative abilities. Two distinct responsibilities are called for to supervise and direct each half of the library's programs.

The organization chart on page 24 is recommended as a beginning step.

Each of the two department directors should be full-time professional librarians who are capable administrators. This combination of existing departments is intended also to coordinate with and affirm the change in emphasis from records management to excellence in basic public services. There should be a new release of some staff for beginning at least one


GREEN RIVER A.D.D.
BOARD OF TRUSTEES
CITY, COUNTY AND STATE GOVERNMENTS
FINANCE
PUB. REL.
HEAD LIBRARIAN
SEC.
CONSULTATION SERVICES
REGIONAL OFFICES
REF. AND TECH. PROC. SERVICES
OTHER COUNTIES
REGIONAL ROLE
PERSONNEL COMMITTEE
SPECIAL SERVICES DIRECTOR
REFERENCE SERVICES
CIRCULATION REGISTR.
AUDIO-VISUAL
GENEOL.
NEWS. & PERIODICALS
INT. LIB LOAN TWX
ADULT SERVICES
TECH. PROC.
ACQUISIT.
SELECT.
BOOKMOB.
CHILDREN'S ACTIVITIES
MAINT. PRINT SHOP
INTEREST PROFILES
LINE FUNCTIONS
ADVISORY FUNCTIONS

new program of personnel interest profiles as well as an increase in communications.

The noise level in the library should be purposely increased as well as increasing and promoting an informal atmosphere. I believe the suggested organizational changes and a more mixed staff will help but the rapport with the users must be an individual effort.

The regional staff should contribute a large part of its time in actual reference work and cataloging of non-fiction titles to release more local staff time as well as to promote the use of the library as a regional center for library services. (See Section D on Role of Regional Headquarters.)

The decrease in visible staff tensions hopefully will filter through to the library users and create a more receptive climate. This climate should be reinforced by a relaxation in rules and procedures and an increase of staff concentrating on user services. The services and talents of the staff are considerable. The structural organization of the library should be changed to enhance and focus these talents on services.

2. Financial Resources

The standard of 3 dollars per capita for operating budget whould be met within the next three years. This would increase the amount of support for operations (salaries and materials) from the present level of $131,000.00 to $240,000.00. The present level is approximately $1.70

While the standard for Kentucky is presently $3.00 per capita, the actual average is only $1.83 per capita from all forms of support excluding construction funds. A rough comparison with similar Kentucky cities shows Paducah at $3.77, Covington at $2.85 and Lexington at $1.64.

The increase for Owensboro should be about $37,000 per year to reach $5.00 per capita by 1977-78. Judging from the budget allocated by the city and county for FY 71-72, this pace of increased support will not be met. Given the annual increment granted this year, it will be all the library can do to just meet inflationary increases. This forms probably the highest barrier to establishing new programs and is instrumental in the need to consolidate departments.

The next most important financial question is the relative expenditure of funds by function. The table given below is an approximation of the existing division of services. A similar table should be devised and maintained as a useful planning tool by the Board of Trustees. Although direct program budgeting may be more complicated than it is worth, some less sophisticated system for providing the Board with a realistic view of resource use must be devised.

The following table indicates the approximate percentage of the financial resources devoted to each of 7 departments. As a rule of thumb, I would recommend that the relative importance shown by the expenditures for Reference and Circulation be practically reversed in the future. Too much of the time, talents, and money are being spent on circulation and related records and not enough on basic reference and reader's services.

Table No. 1

	A-V	Reference	Circulation	Childrens Activities	Bookmobile	Technical Processing	Admin & other	Total	Percent
Salaries & Withholdings	7150	15880	30260	10040	4770	9600	16600	94300	72%
Supplies	300	750	600	800	50	800	1200	4500	3%
Utilities	750	500	2000	1100		400	250	5000	4%
Bldg. Repair & Maint.	240	150	600	300		100	140	1530	1%
Insurance	180	300	500	700		400	120	2200	2%
Dues Conf & Travel	50	50	50	50		50	550	800	1%
Maint of Bkmb.					300			300	0
A-V Material	350							350	0
Tuition Asst.							180	180	0 1%
Book & Record Proces.	100	50				50		200	0
Office & Equip Maint.	50		20				20	100	0
All Other	350	300	1200	300	50	100	170	2470	2%
Audit Expense							200	200	0
TOTAL	9,530	17,980	35,230	13290	5170	11500	19,430	112,130	
Book budget		3,000	8,000	5000	3000				14%
TOTAL	9,530	20,980	43,230	18,290	8,170	11,500	19,430	131,130	
	7%	16%	33%	14%	6%	9%	15%	Approximate Operating Budget	

Approximate Percent of Total Library Resources Per existing department.

The single most important budget item that must be increased is the book budget. If a standard of 2.5 books per capita (Kentucky average = 1.11 per capita) is to be set for the next ten years, this represents an increase of about 135,000 volumes or about 13,000 volumes per year as opposed to the current rate of increase of 7,000 volumes per year. This also represents a total expenditure for books of nearly $65,000.00 a year for book purchases alone. Between improving salaries and building the basic collection, annual increases of about $35,000 to $40,000 seem hardly adequate for the future of the library.

3. Users - City, County, Region

The users of the Owensboro - Daviess County Library are primarily the residents of Daviess County. In fact, however, there are other relationships that must be considered. The library also serves as a regional headquarters by contractual agreement as well as availability of the largest and most central collection in the Green River Region. This role is discussed further under Section D. The role of headquarters for a 5 county region should be heightened in the future through developing services that contribute to the goal, objectives and strategies established by the Board of Trustees. The development of a centralized strong collection is also an objective of the regional program. A policy reaffirming lending and reference services to anyone within the region should be made by the Board.

The priority given by the Board for the medium to well educated adult library user will probably coincide with the vast majority of information requests coming to the headquarters reference department. To this end, *I would recommend that the regional staff be directly involved with the reference and referral process*. *I would emphasize the development of lists of referral sources and subject experts*. *These same lists may well also define the clientele to be given emphasis in the development of personal interest profiles*.

The county is the primary service area for the library. Daviess County as well as the city of Owensboro is given added services through the bookmobile. (See Section D on Bookmobile services.) The responsibility to county residents should be the same as to city residents with an added effort to help equalize accessibility to the library.

There are no census figures of detailed socio-economic data available at this time so a projection and summary of county residents cannot be made. The only approach to characterizing the users was through the existing registration files.

Registration File Survey

The registration file was counted by the inch measure method to determine the approximate number of registrants. Of approximately 30,450 total registrants, 19,000 are adults, 9,450 are juvenile and 2,000 are bookmobile juvenile. In the past year from August of 1969 to July of 1970, 4,552 people were registered at the library. 83% of these were from the city and 17% were from the county. Then every 15th card in the registration file was pulled and the data summarized in the following pages. (See Appendix C for maps of residents addresses and description of study).

In the period of 1966-68, the ratio was 62% city to 38% county and in the period of 1964-65, the ratio was 79% to 21%. It would appear as though the time of completion of the building brought an increase in the total registrants which is understandable. What is interesting to note, though, is the increased percentage of county residents registered during 1966-68 as opposed to the present. An estimate would place the total number of residents at probably 4/5 city to 1/5 county.

From the summary table on page 36, the changes in percentages shown in the 3 periods of recent past that were sampled are interesting. These are approximations. A brief description of these figures follows:

1. The library seems now to be registering almost as many men (45%) as women (55%) whereas in the past the percent of registrants that were women was about 60%.

2. Occupations:
   a. The number of housewives, although an ambiguous category, has decreased slightly from 15% to 12% although the ratio of city housewives to county housewives has increased somewhat.

   b. The percentage of white collar workers has decreased by almost half from 15% to 8%.

c. The percentage of blue collar workers has remained constant at 13%.

d. The unemployed have remained steady at about 1%.

e. The most dramatic change noted is in the 1 - 8 grade group where the percentage has gone from 13% in 64-65 to 36% in 66-68 to 30% in 69-70. This is accounted for by looking at the shift in age group registrations. Here, the grades 1 - 2 group has gone from 14% to 21% to 16%, the grades 3 - 6 group has gone from 9% to 31% to 22%, and the grades 7 - 8 group has gone from 0% to 2% to 7%.

f. Corresponding to these increases, there has been a dramatic decrease in the 9-12 grade group from 32% to 22% to 25% at present. This is shown again in the age characteristics. The 9 - 10 grade group remains a fairly steady 15% but a tremendous decrease is shown in the 11 - 12 grade group from 45% to 24% at present.

3. Age:
   a. Adult registrants, i.e., 18-65, have decreased from 45% to 34%.
   b. The retired group, 65 plus, has remained steady at 1%.
   c. The students have increased from 54% to 65%.

While there are some differences in definitions and methods of approximating ages and occupations, generally the break down of registrants from the sample is as follows:

Table No. 2

TRENDS FROM 1964-1971	PRESENT LIBRARY REGISTRANTS FROM SAMPLE		1970 PRELIMINARY CENSUS FOR OWENSBORO SMSA.
Up	Male	45%	48%
Down	Female	55%	52%
Down	Non-Students	35%	68% Approximate
Up	Students	65%	32% Approximate
Steady	Housewives	12%	
Down	White Collar	8%	
Steady	Blue Collar	13%	
Steady	Unemployed	1%	
Steady	Retired	1%	
Up	1 - 8 Grade	30%	
Down	9 - 12 Grade	25%	
Steady	College	10%	

Table No. 3

1970 Preliminary Census

All figures are approximations of age to grade in school.

Under 5	*9.3%*
Grades 1 - 6	*14.2%*
Junior High	*10.7%*
Senior High	*5.6%*
College	*1.1%*
Adult Non-School	*51.0%*
Retired	*8.1%*
TOTAL	*100 %*

The obvious conclusions to be drawn are in the dramatic difference between the student to non-student population ratio of 1/3 versus that same ratio of library registrants 2/1.

The library draws a much smaller proportion of retired than exists within the population and fewer unemployed.

Place of Residence of Library Registrants.

The sample of registrants for the 3 time periods of 1964-65, 1966-68, 1969-1971, was taken and the addresses were plotted where possible on 3 maps of Owensboro. The city of Owensboro was divided into the 6 neighborhoods recommended in the *Neighborhood Analysis* of Owensboro, 1965, Vol. I. (See Appendix C for maps).

This mapping was done to determine any significant changes in registration by areas of the city. The following table relates population per area as a percentage of 1968 population of city, 50,784, percent of registrants from those neighborhoods and a comparison ratio of population in that neighborhood to registrants from that neighborhood.

Table No. 4

RATIO Pop to Reg.	NEIGHBORHOOD	1968 PERCENT POP.	1964-65 PERCENT REGISTRANTS	1966-68 PERCENT REGISTRANTS	1969-71 PERCENT	REGISTRATION TREND
3% : 1%	I (Business)	2.6	4	2	1	Down 3%
16% : 8%	II (East)	16.4	15	14	8	Down 7%
9% : 8%	III (Southeast)	9.0	5	7	8	Up 3%
17% : 13%	IV (Southcentral)	17.3	14	18	13	Steady 1%
28% : 52%	V (Southwest)	27.7	43	41	52	Up 10%
26% : 18%	VI (West)	26.0	19	18	18	Steady 1%
100% 100%		100.0%	100%	100%	100%	

Although the sample from the Business District (I) was small, the percent of library registrants has decreased leaving a ratio of 1% of library registrants to 3% of population. The most dramatic decrease has occurred in Neighborhood II, the central-east side. A closer look at the maps shows the decrease comes from a decline in registrants from Triplett east, bounded on the north by 5th Street and on the south by 18th Street. This area, one of the poverty areas in the city has declined while in Area IV, where the other poverty areas are, the percent of registrants has remained steady. No reason for this change seems apparent except moving the library from this area.

The Southeast Neighborhood (III) increased slightly but the most dramatic change comes in the southwest neighborhood (V) where the percent of registrants has increased from 43% to 52% of all registrants. This is the only area where *the percent of registrants is greater than the percent of population in the neighborhood*. Where 28% of the population resides in Neighborhood V, about one-half of the city registrants come from that area.

While the former Kentucky Wesleyan study indicated over half the population were library users and this is born out by the number of registrants compared to total population, this should be modified to emphasize what part of the city these registrants tend to come from.

Although the 25% increase in registrants from Neighborhood V may be partly due to the change in location of the library, certainly the factors of higher education level and the high number of schools in that neighborhood may also contribute to this increase. While neighborhoods I and II have relatively the lowest ratio of population to registrants coverage, this may be due to may other factors besides the location of the library.

The typical registrant both relatively and absolutely is a grade school student, 3rd to 8th Grade, from Neighborhood V and the probable non-registrant is an adult from Neighborhood I or II.

Given that the ratio of students to non-students is 2 : 1, I recommend throughout this study emphasizing the adult as the critical group for the immediate future. Since the percent of white collar workers has been decreasing, I recommend program emphasis to reinterest this group as generally the group where the medium to well educated adult is to be found. If programs designed expecially for the non-reader, illiterate and functionally illiterate, and/or culturally and economically disadvantaged are sought in the future by the Board, a special study should be conducted involving the members of these groups. It should involve the various agencies particularly oriented toward serving and representing these groups of people. These areas of special services, responsibilities, and methods of library service are often experimental and require a tremendous commitment to long range changes.

The summary table for the sample of the registration file is included to show trends. The figures are all expressed as percentages of the total sample.

Table No. 5

REGISTRATION FILE SURVEY - SUMMARY

A sample of the registration file was taken to determine the age, sex, and occupations of those currently registered and if there has been any change in these characteristics over the past 7 years.

	1964-65			1966-68			1969-71 - Present		
Category	City (412)	County (105)	TOTAL	City (605)	County (379)	TOTAL	City (520)	County (85)	TOTAL
A. Sex									
Male	41	30	39	42	40	41	45	48	45
Female	59	70	61	58	60	59	55	52	55
	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
B. Occupation									
Housewife	15	17	15	10	12	11	12	12	12
White Collar	16	13	15	12	7	10	8	7	8
Blue Collar	14	10	13	13	12	13	13	11	13
Unemployed	0	1	1	1	1	1	1	1	1
Retired	1	0	1	1	0	0	1	1	1
1-8 Grade	13	13	13	36	34	36	30	31	30
9-12 Grade	32	36	32	18	30	22	25	31	25
College	9	10	10	9	4	7	10	6	10
	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
C. Age									
Adult 18-65 not in college	46	42	45	36	33	34	34	31	34
Retired 65+	1	0	1	1	0	0	1	1	1
Student	53	58	54	63	67	66	65	68	65
	100	100	100	100	100	100	100	100	100
Grades 1-2	15	11	14	24	16	21	16	17	16
Grades 3-6	9	10	9	31	31	31	23	22	22
Grades 7-8	0	0	0	1	2	2	7	7	7
Grades 9-10	16	10	15	10	13	11	16	11	15
Grades 11-12	43	53	45	19	33	24	23	34	26
College	17	16	17	15	5	11	15	9	14
	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %

All figures expressed as percentages.

4. Collections

The relative measures of the collection attempt to evaluate the collection by subject areas against the subject areas of highest demand. The attempt was to find from the *Public Library Catalog* and shelf list surveys the areas of strength in quantity and quality in the collection.

The areas of demand were then examined by a two-phase 6 day survey of circulation and a tabulation of interlibrary loan requests. The first of these, the Due Date Survey, simply notes the areas of non-fiction which had the highest circulation. The second, Interlibrary Loan Requests Survey, attempts to reflect the areas where serious questions are asked. This assumes these questions were not possible to answer through the local collections and thus may also indicate collection weaknesses. Six separate days were chosen from November, 1970, during which the circulation was counted. As these areas of demand are compared to collection strengths and weaknesses, an overall evaluation of the collection's ability to serve users emerges in the final comparison, Table No. 12.

Collection Measures

The normal subjective measure is to have subject experts evaluate the titles held. Since I am not a subject expert and this type of evaluation requires far more time and expense than was available, I evaluated the collection in broad Dewey classification areas against a sampling of titles recommended for non-fiction in the *Public Library Catalog*, 5th edition,

1968. This volume contains over 11,000 recommended titles for a public library. Since the Owensboro-Daviess County Library has about 27,500 non-fiction adult titles, it was reasonable to expect a very high degree of matching. The evaluation produced only percentages of titles held in the general subject areas of the Dewey classification system. Since some error was introduced by not scoring some various editions held of correct titles and since the *Public Library Catalog* is 4 years old, and is a national standard but not unique to Daviess County, I would trust the Librarian's judgment on the quality of titles held. Some indication of areas of strength and weakness is indicated however.

A summary of the results of this survey is shown below in terms of the percent of recommended titles held by the library.

Public Library Catalog Sample

The collection generally held slightly less than one-half of the recommended titles in the nonfiction areas. The general division of Pure Sciences (500's), Applied Sciences (600's), and the Arts (700's) were the most poorly represented with the library holding only approximately one-third of the recommended titles.

The following breakdown shows some specific subject areas of strength and weakness. However, it must be remembered these strengths and weaknesses are relative only to a recommended standard. They might be accounted for by the specific demands placed upon the collection. For this reason, circulation and interlibrary loan surveys were taken to check the local demand.

Table No. 6

	Titles Held	*Titles Not Held*
Generalities 000-099	*52%*	*48%*
There were no significant strengths or weaknesses in this area except perhaps a slight weakness in library science materials.		
Philosophy 100-199	*52%*	*48%*
Weakness appeared in the 150's-General Psychology and Genetic Psychology.		
Religion 200-299	*48%*	*52%*
Weaknesses appeared in 220's - Bible and in Social Theory and North American Church.		
Some strengths, relative to the basic 48%-52% split, occurred in Roman Catholic and Classical Religions (280's and 290's).		
Social Sciences 300-399	*52%*	*48%*
A weakness showed up in Economics - 330's, particularly in land, labor, and capital.		
Strengths appeared in General Sociology (301), International Relations (320's), and Education-Elementary 370's.		
Language 400-499	*33%*	*67%*
The sample was probably too small in this area to determine strengths and weakness relative to the basic weakness of the 400's.		
Pure Sciences 500-599	*33%*	*67%*
Weaknesses were in Chemsitry 540's, Chrystallography and Mineralology; Earth Sciences 550's, General Geology and Economic Geology; and in Zoology (590's), particularly, General Zoology, Reptiles, and Birds.		
A slight strength was shown in the Botanical Sciences (580's)		

	Titles Held	*Titles Not Held*
Applied Sciences 600-699	*32%*	*68%*

Weaknesses occurred in Medical Science (610's), particularly, physiology and Medicine; Engineering (620's), specifically, Applied Physics; Domestic Arts and Sciences (640's) specifically, food and drink; a slight weakness was shown in Management.

Strength occurred in Manufacturing -- Assembled Products (680's) and Military and Naval Engineering.

The Arts 700-799	*40%*	*60%*

Weaknesses occurred in History and Geographic Treatment (709's) in Drawing and Decorative Arts (740's Design-Textile-Crafts); Painting (History) (750's); and Theater (792's).

Some strength was indicated in Music - General (780's)

Literature 800-899	*44%*	*56%*

Weaknesses showed up in English Drama (820's); German Drama; E. Indo-European (Celtic) and Semetic Languages.

Relative strength was attained in American Literature (818's)

History 900-999	*52%*	*48%*

Weaknesses here were in Geography - General Theory (901's), Ancient World (913's), and Asian (915's). Some weaknesses were shown in Acnient World History - Palestinian, Greek, and General Modern European History (940's).

Strength was found in the 920's -- Geneology.

It should also be noted that the methodology tended to bias slightly against the library having a specific title since wrong editions were sometimes the cause of scoring the library collection as not having a title.

Absolute measures of the collection come from the application of standards. As mentioned before, the number of volumes by Kentucky standards, should be about 200,000 with 1/3 for juveniles, 1/20 for young adults, 1,100 film titles, and 320 magazine and periodical titles. Owensboro has about 65,000 volumes with 45,500 titles (74%) and about 200 periodical titles. These absolute figures are useful only to determine the pace to be set for acquisitions and building the collection. There are many other budgetary factors that determine the net pace. Weeding is recommended at about 5%. This has been well done in the library collection.

Shelf List Count of Titles

The shelf list was estimated by measuring the cards per inch and the inches per each Dewey classification. Each card represents a title in the collection. This was done to find the areas where the most number of titles occurred. The list, which follows shows that the greatest number of titles are in the 900's and next in the 300's. A comparison with the *Public Library Catalog* sample shows that the 300's are strongly represented in title strength as well as title quantity relative to the rest of the collection. The 900's are relatively well covered in quantity but average to weak in quality.

If the number of volumes is taken at 65,000, then the title coverage ratio is 0.75 or there are 3 titles for every 4 volumes in the library. This would seem to be an adequate title to volume ratio if a standard of 80% is used.

Title Count by Measurement

Table No. 7

Adult Collection		Percent of Collection 45,534 Base	Percent of Adult Non-Fiction 27,475 Base	*Approximately Percent for Comparison TO PUBLIC LIBRARY CATALOG
Reference	3,334	7.3%	12.1%	----------
000	294	0.6%	1.8%	1.4%
100	761	1.7%	2.8%	3.8%
200	1,176	2.6%	4.3%	5.8%
300	3,676	8.1%	13.4%	17.1%
400	196	0.4%	0.8%	1.8%
500	1,299	2.7%	4.8%	6.0%
600	2,867	6.3%	10.5%	13.3%
700	3,088	6.8%	11.3%	14.5%
800	3,113	6.8%	11.3%	15.4%
900	4,681	10.3%	17.0%	20.9%
Biography	2,990	6.6%	10.9%	
TOTAL	27,475	60.2%	100 %	100 %
Adult Fiction	4,900	10.8%		
Mystery Fiction	1,128	2.5%		
Western Fiction	196	0.4%		
Science Fiction	196	0.4%		
	6,420	14.1%		

* This table has reference titles pro-rated into the other Dewey areas in order to make a fair comparison of the amount of the collection per each Dewey area provides an indication of the title strength whereas the Public Library Catalog sample for percent of recommended titles held provides the relative quality strength of those titles. The difference in percent of collection per Dewey area is displayed in the first two columns of the summary table no. 12.

Total Adult Collection - Main Library - 33,895

Juvenile Collection		
Juvenile Non-fiction	6,664	14.6%
Juvenile Fiction	4,975	10.9%
	11,639	25.7%

Bookmobile Collection	
Adult	2,842
Juvenile	5,390
	8,232

TOTAL MAIN LIBRARY COLLECTION - 45,534

Due Date Survey - Results

Six days during November of 1970 were chosen for a survey of the books that were checked out for home circulation. The purpose was to find what subject areas had the highest user demand. The basic Dewey number was recorded and tallied.

The average circulation of books per day was 854 with a high of 944 and a low of 767. This is based on averaging the 6 sample days circulation. Generally, *2/3 of the books circulated are adult books and 1/3 juvenile.* The average distribution was 1/2 fiction versus 1/2 non-fiction.

Total circulation was broken down as follows in Table 8 .

000-999 =45%
Fiction =46%
Biography = 4%
Mystery Fiction = 3%
Science Fiction = 1%
Western Fiction = 1%

For non-fiction (000-999) the following areas were in heavy demand. A level of 90 circulation was the cut-off to indicate a high demand area.

Table No. 9

Dewey Number		*Books Circulated*
790	*Recreation*	*131*
970	*General American History*	*125*
370	*Education*	*102*
610	*Medicine*	*101*
740	*Drawing and Decorative Arts*	*95*
620	*Engineering*	*92*
910	*General Geography*	*91*

These areas of heavy demand should be compared to the interlibrary loan tabulation for a cross check on demand and with the *Public Library Catalog* for a cross check on weaknesses in the collection.

The full range of Dewey areas is shown below to give an indication of actual demands placed upon the library collection.

Six Day Circulation Summary Tabulation

Table no. 10

Fiction - 2,352
Mystery - 180
Science Fiction - 42

Selected Dewey Classification Areas	*Percent per Dewey Area*	*Number of Circulation*
130 Pseudo and Parapsychology	*100 - 34 = 1.9%*	*34*
	200 - 0 = 0 %	
300 Social Sciences		*63*
320 Political Science		*52*
330 Economics	*300 - 421 = 24.2%*	*41*
340 Law		*31*
360 Welfare and Associations (Insurance)		*43*
370 Education		*102*
390 Customs and Folklore		*89*
	400 - 0 = 0 %	
520 Astronomy and Allied Sciences	*500 - 106 = 6.1%*	*33*
590 Zoological Science		*73*
610 Medical Sciences		*101*
620 Engineering		*92*
630 Agriculture	*600 - 404 = 23.2%*	*59*
640 Domestic Arts and Sciences		*78*
650 Business and Related Enterprises		*39*
680 Assembled and Final Products		*35*
740 Drawing and Decorative Arts	*700 - 226 = 13.0%*	*95*
790 Recreation		*131*
800 Literature		*69*
810 American Literature	*800 - 238 = 13.7%*	*88*
820 English Literature		*81*
910 General Geography	*900 - 311 = 17.9%*	*91*
920 General Biography, Genealogy, Etc.		*30*
940 General History of Modern Europe		*65*
970 General History of North America		*125*

Average Total Circulation per day = 854

Interlibrary Loan Requests as an Indication of Area Weaknesses and User Demands.

The Interlibrary Loan requests on file were recorded by Dewey Subject Area to try to determine areas of special interest. In theory, an area of subject interest would show up if the normal demands were not fulfilled due to a weak collection or if there were unusual demands in that area.

The Interlibrary Loan tabulation is, in a sense, a cross check of areas of weakness or, at least, areas in which greater collections should be built.

Table No. 11

	Number of Inter-Library Loans	*Percent of Total Sample*
Generalities 000-099	*0*	*0.0%*
Philosophy 100-199 *Significant Areas -- All seven in Psychology, Pseudo-or Parapsychology and Clinical Psychology.*	*7*	*5.0%*
Religion 200-299 *No significant Demand or Weakness.*	*5*	*3.6%*
Social Sciences 300-399 *Significant Areas -- Economics (330's), Land Labor, Education (371)*	*29*	*20.7%*
Language 400-499 *Only one request made.*	*1*	*0.7%*
Pure Sciences 500-599 *4 of 5 were in Biology*	*5*	*3.6%*
Applied Sciences 600-699 *Significant demands here for Medicine (610-620), Medical and Experimental; Applied Physics (621), Mining Engineering (622), Management (658).*	*34*	*24.2%*

	Number of Inter-Library Loans	Percent of Total Sample
The Arts 700-799	20	14.3%
Significant areas of demand in Drawing and Decorative ARts (740's), History of Painting (759), and in Recrection, Hunting, Fishing, Athletics (790's)		
Literature 800-899	26	18.6%
American Literature Fiction and English Fiction were the only two significant areas.		
History 900-999	13	9.3%
A slight demand showed up in Geneology 920 and, possible, U.S. History.		
TOTAL	140	100 %

In summary, the broad areas of demand were in the Social Sciences (29), Applied Sciences (34), and Fiction (813,823). The first two seemed to be demands for Scientific Periodical coverage.

A rough check of the areas of demand or weaknesses of the collections seems to correlate highly with the areas of weakness noted from the *Public Library Catalog* survey. About one-half of the areas of weakness from the *Public Library Catalog* survey are shown as areas of demand in the Inter-library Loan Study which would indicate a verification of collection weakness rather than excessive demand. Two areas, Management and Education, seemed to be in high demand without a corresponding weakness in collection coverage.

The collection is obviously small compared to a reasonable Kentucky Standard. The ratio of titles to volumes would seem to be correct with the needs for duplication of titles, except for best sellers, perhaps a function of the smallness of the collection rather than the selection policy.

The non-fiction collection can be best evaluated for the purposes of this study by the following comparison between strengths and weakness in collections and in user demands. The selection policy should address these areas of relative weakness in the collection defined either by high demand or weak subject coverage. The importance of the evaluations of the collection are to show where the collection cannot keep up with the demands placed on it. Obviously, if no demands are made on an area, there is little reason to build more than a general collection in that area.

The areas of the collection that I would recommend be given new emphasis would be first, the 600's, especially 610-629 where there exists a strong demand plus relatively weak collection. Much of this new strength may be obtained through added journals and periodicals. Since a strong demand is obvious, I would next build the collection in the 300's, especially the 370's. Next I would recommend the 910's, 740's, and 790's where some degree of strong demand and weak collections are noted and finally, there should be some build up of the 500's (540's, 550's, 590's) in general.

The collection seemed fairly well balanced. I would guess it suffers most from its overall small size for the clientele it must serve. Secondly, noting these areas of weakness in the collection, I would recommend that the use of an interlibrary loan network should be emphasized to supplement these immediate weaknesses.

Table No. 12

COMPARISON OF COLLECTION EVALUATION MEASURES

COLLECTION STRENGTHS — USER DEMANDS

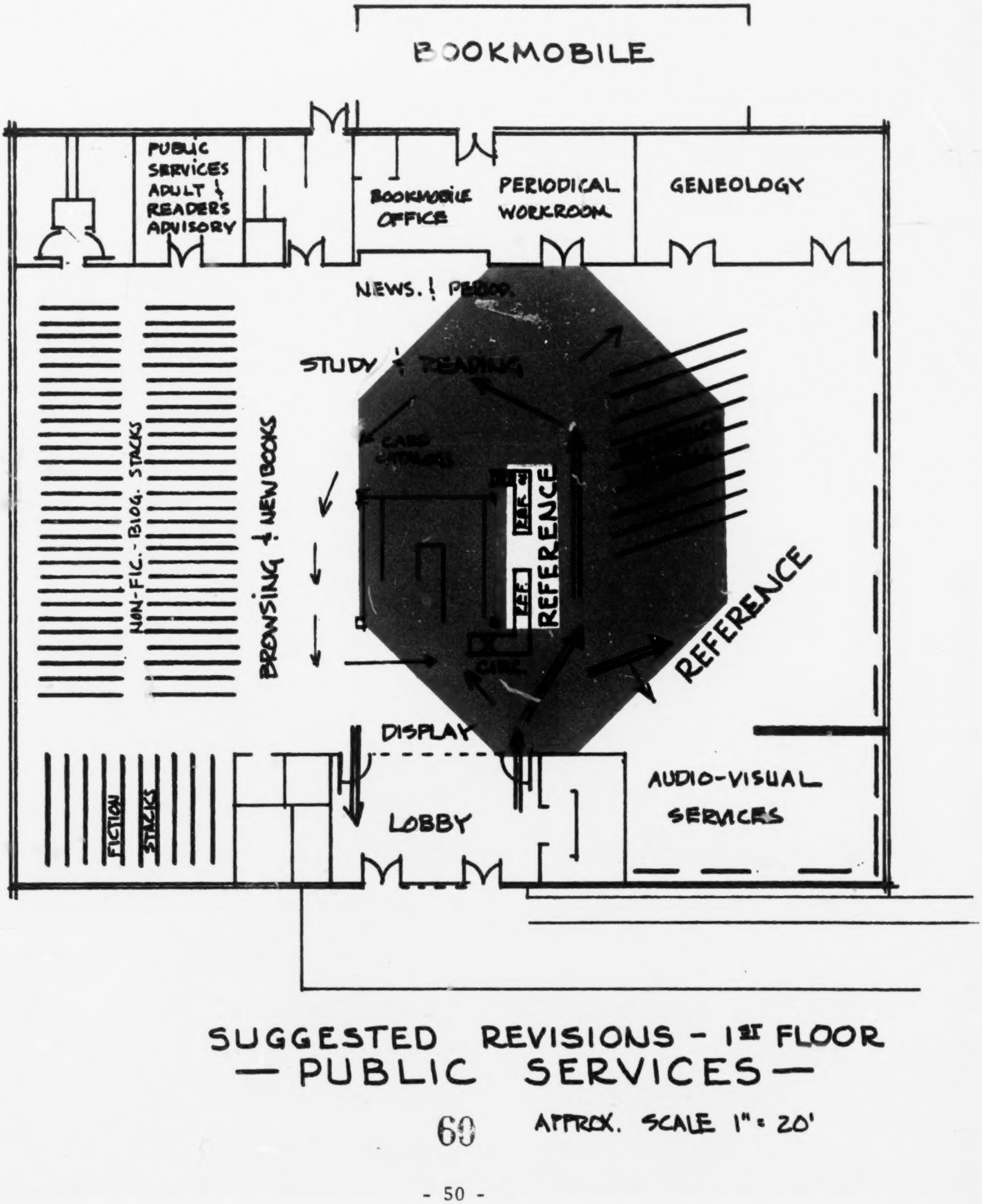
DEWEY SUBJECT AREA	SHELF LIST COUNT OF LIBRARY HOLDINGS *1 ↔ APPROX. PERCENT OF ADULT NON-FICTION COLLECTION. PERCENT DIFF.	%	PUBLIC CATALOG SAMPLE BY DEWEY AREA ↔ EXPRESSED AS A PERCENT OF TOTAL SAMPLE. % COLLECTION	RESULTS ▼ WEAK, AVERAGE STRONG EVALUATIONS		PUB. LIB. CATALOG SAMPLE OF TITLES HELD IN LIBRARY PERCENT OF RECOMMENDED TITLES HELD. STRONG AREAS	% COLLECTION	WEAK AREAS	DUE DATE SURVEY PERCENT OF AVE. DAILY OF N-F CIRCULATION TO INDICATE HIGH DEMAND USER DEMAND HIGH DEMAND AREAS	%	RESULTS ▼ WEAK, AVERAGE STRONG EVALUATIONS		INTERLIBRARY LOAN REQUEST TABULATION PERCENT OF TOTAL REQUESTS TO INDICATE HIGH DEMAND OR POOR COLLECTION USER DEMAND
000	-121%	1.4	3.0	WEAK	STRONG	–	52%	–		0.0	WEAK	WEAK	0.0
100	-5	3.8	3.4	AVE.	STRONG	–	52	150's		1.9	WEAK	WEAK	5.0
200	-1.7	5.8	5.8	AVE.	AVE.	280's 290's	48	220's		0.0	WEAK	WEAK	3.6
300	+27	17.1	12.4			300's 320's 370's	52°	330's	370's	24.2			20.7
400	+11	1.8	1.6	AVE.	WEAK	–	33	–		0.0	WEAK	WEAK	0.7
500	-50	6.0	9.0			580's	33	540's 550's 590's		6.1	AVE.	WEAK	3.6
600	-16	13.3	15.1			680's	32	640's		23.2			24.2
700	-4	14.5	14.9	AVE.	AVE.	780's	40	700's 750's 792	790's	13.0	AVE.	AVE.	14.3
800	+17	15.4	12.7	STRONG	AVE.	810's	44	820's		13.7	AVE.	STRONG	18.6
900	-7	20.9	22.1	AVE.	STRONG.	920's	52	900's 940's	970's	17.9	STRONG	AVE.	9.3

*1. THESE FIGURES ARE APPROXIMATIONS OF COLLECTION HOLDINGS MODIFIED TO INCLUDE REFERENCE TITLES.

5. Physical Facilities

The current facility is one of the most fixed of all the library's resources. As long as the goal - objective - strategy remains as it is now, the library services are best centralized in the present location. Branches or store front facilties should not be considered unless a special interest and priority is given to a particular geographical location or to the disadvantaged communities. For the immediate future, I would suggest some changes in the circulation pattern, layout and functional area assignments for the prime public service area. The first floor should reflect the objectives of building a centralized information agency and should be openly committed to *integrating all the public service functions of reference, audio-visual, geneology, collections and circulation*. The floor plan revisions are an attempt to *de-emphasize circulation and emphasize reference* such that the circulation system is only at one station under the constant supervision of reference personnel. This should improve the response of the library to the public by improving the library's ear for reference questions. These major changes are shown in schematic form on the following 1st floor plan. The orange area represents the normal voice area with reference services at the center of traffic flows. More detailed equipment layouts should, of course, be made.

The public services floor should be brightened up with color, posters, displays, and noise if a normal conversational atmosphere is to be attained. The revisions in the layout attempt to gather the noise producing functions in the center of the floor. A conversational tone should


BOOKMOBILE
PUBLIC SERVICES ADULT & READERS ADVISORY
BOOKMOBILE OFFICE
PERIODICAL WORKROOM
GENEOLOGY
NEWS. & PERIOD.
STUDY & READING
CARD CATALOGS
REF.
REF.
REFERENCE
CIRC.
REFERENCE
NON-FIC. - BIOG. STACKS
BROWSING & NEW BOOKS
DISPLAY
LOBBY
AUDIO-VISUAL SERVICES
FICTION STACKS

SUGGESTED REVISIONS - 1ST FLOOR
— PUBLIC SERVICES —

APPROX. SCALE 1" = 20'

be encouraged. The possibility of "white sound" should be investigated.

The many forms of displays from new books and exhibits to controversial subject displays and impact statements should be fully utilized. These should be the responsibility of one imaginative person.

The second floor is far more difficult to manipulate. In my opinion, it is being well used in accord with the objectives and priorities, with one possible change. In the existing audio-visual rooms, I would recommend the installation of a "serious research" study area where locked study carrel space can be assigned to patrons who have a continuous need for library materials and services for a particular project. In such an area, materials may be left stored by the patron in a locked carrel or work station compartments. It would require little supervision and could be used as over flow general study space if needed.

The basement should be a part of a feasibility study by an architect as well as the librarian to determine the amount of remodeling required to house the non-fiction materials at the future capacity. As the collection continues toward 3 times its present size, I would recommend that the fiction and biography, high impact and browsing materials, as well as new books on display should go on the first floor in the present stack area. The basement should then be equipped to hold 140,000 non-fiction volumes in a layout radiating about a central table and seating area in a clearly delineated Dewey subject classification. For the immediate future, the first floor will hold the collection, but within perhaps two years, expansion into the basement will be necessary. The planning should be done as soon as possible so that remodeling funds can be applied for.

SECTION D - PROCESS EVALUATION

The processes of the library are its services and the departments concerned with services or library functions. The easiest approach to examining the processes within the library is to examine these departments with the two objectives of this study in mind; what should these services be and what needs to be changed to improve them.

All of the recommendations from the previous section for staff, reorganization of responsibilities, facilities and collections apply to this section. Throughout the following section, the various suggestions are not intended to simply increase efficiency of staff functions. I believe the staff performs well. The tightening of procedures and reemphasis of functions is an attempt to re-channel the limited number of staff hours into the priority areas of service and to begin a new program.

1. Reference Department

The reference department at present is receiving too little prominence in the traffic flow of the library. It also accounts for only 16% of the resources of the library. The core of the new public services department should be the reference function. The rearrangement of the first floor should direct the flow of traffic to a central area from which all questions can be answered instead of referring inquiring patrons from the present circulation desk to the present reference area. That extra distance for a user may be too much. Many seemingly straightforward location questions asked of any library staff member should be developed and pursued by an interest librarian. The first encounter with the patron should insure that the user receives the maximum service, not just a direction or referral to another desk. There must be a trained staff member with a "trained ear" for reference services at the reference - circulation station or at least listening to the inquiries made even during circulation transactions. By grouping together all public service functions at the center of the traffic flow, the right people will be grouped together. Public services, and expecially reference service, do still and necessarily will rely on the individual staff member's personal concern, energy, and interests in people. There is little an outside study can do to evaluate or change this except to insure that the right staff are in the mainstream of library traffic.

A small sample of all questions asked at the circulation desk was taken by writing down the question and the answer. Roughly, one-half of these questions required reference follow up and assistance. Most apparently were referred to the Reference Department but some that weren't referred should have been. How many of these questions actually made it to the Reference Department is not known. The number of reference questions has grown tremendously since 1965 according to the annual reports. This apparently indicated a successful effort. No attempt was made to evaluate how this growth was achieved or the quality of the reference collection. There are presently about 11,000 reference questions reported per year. The quality of answers and the total number that could be developed are only measurable internally, but the point that needs to be emphasized to the Board is that reference questions are developed and not just found. Their development must be an active process and concern.

Although the patron flow at the existing desk is of only slight interest, it is included in appendix D. The only reliable data to be learned from it is that peak times of reference activity were first 7:00 to 8:30 P.M. and second 4:30 to 5:30 P.M. These peak times were as expected. There were, however, very few children and juveniles using the reference services downstairs. The profile of the reference room is far too low and quiet. This places the user at a disadvantage since he or she must almost whisper to feel comfortable.

The major functions of the reference department were listed and ranked by the four reference personnel. The reference activities were requested to evaluate existing activities against the objectives of the Board. These functions as they were ranked by the reference staff appear below.

Ranking of Reference Activities.

Table No. 13

1. *Treat reference questions submitted by mail.*
2. *Record all reference questions submitted in person, by telephone or by mail (and duly file all "Hard to Answer" reference questions in HTA file.)*
3. *Man reference desk.*
4. *Treat reference questions submitted by telephone.*
5. *Treat reference questions bu use of the xerox photocopier.*
6. *Treat reference questions by use of magazines.*
7. *Treat reference questions submitted in person.*
8. *Sort and distribute mail.*
9. *Supervise use of the Kentucky room.*
10. *Treat reference questions by arranging interlibrary loans.*

11. *Shelve new newspapers and new magazines.*
12. *Shelve new reference books.*
13. *Inspect new reference books.*
14. *Label material for vertical file.*
15. *Read reference department shelves.*
16. *Re-shelve and re-file all reference material used.*
17. *Read reference department files.*
18. *Examine all available bibliographic sources for reference books and materials.*
19. *Order or otherwise secure reference tools not otherwise ordered or secured.*
20. *Inspect and weed reference department shelves and files.*

There seems to be a break off in the first ten ranked functions as the public functions. These are given priority over the housekeeping and maintenance of records functions. This order seems to be in agreement with the Board's objectives.

Interlibrary Loan Survey

The interlibrary loans sent to other libraries for a specific period, September 1 through November 4, were recorded to find the time needed to fill requests.

There were 27 requests sent out during these nine weeks, all but one of which was sent first to the Kentucky Department of Libraries at Frankfort. Of these 27 requests, 4 were not filled and 2 were cancelled by the patron. This means that, for this very small sample at least, 78% were filled. Of the four unfilled requests, 2 were from the Department of Libraries and were not sent to other libraries and 2 were sent to 1 and 4 other libraries respectively and still could not be filled. The one reuqest not sent first to the Department of Libraries was sent to the Library of Congress and filled.

For all 21 filled requests, the average number of days required to obtain the requested material was 10.4 days. The Department of Libraries filled 17 of the 21 requests filled from its own collection of materials.

I would recommend that interlibrary loans be encouraged, provided the patron can wait for an average of 10 days. With a relatively weak collection and a weekly average of about 200 reference questions, I am surprised only 3 interlibrary loan requests per week are generated. If requests can be filled from the local collection, the patron is far better off. Increased public services will generate more requests such that I would expect this weekly average to increase as the network of other library resources is relied upon more and more to supplement the Owensboro collection.

The section on collections ("C" - 4) shows the results of tabulating a longer period of interlibrary loan requests in terms of subject area demands. The high demand areas are the 300's, 600's, 700's and 800's. Special emphasis should be placed on obtaining current material in the 300's and 600's.

As shown by the organizational chart in Section C - 1, the Public Services Department should include the present circulation, geneology and audio-visual departments centered around the core reference function and department. Periodicals and especially journals should be a vital part of this public service collection and should be built up to 320 titles. I suspect some of the collection weaknesses in the 300's and 600's could be overcome by journals in these subject fields. These journals may also play a vital part in the personnel interest profile program to be outlined at the end of this section.

The audio-visual department should be brought under the supervision of the Public Services Department to more fully utilize these resources as a legitimate part of the collection. The equipment for this department may, or course, be stored separately but the materials and especially the bibliographic tools must be a part of the main collection.

In summary, I would only add that the primary personal characteristics for good reference service are an interest in people and their subject interests and an ability to communicate and work with people. By combining 4 existing Departments, a greater personnel base will be available. A more coordinated, service-directed approach to the public will also be achieved by less fragmentation of departments and responsibilities.

Kentucky Room Survey

The records of use of the Kentucky room for August, September and November of 1970 were recorded by week, day, and portion of the day.

The weekly average was 40 patrons. The average number of patrons per week using the room in the morning was 8. In the afternoon, the average per week was 21 and during the evening the average per week was 9.

Table No. 14

The daily average over the three month period is as follows:

Sunday - 2.5 patrons
Monday - 6.4 patrons
Tuesday - 7.0 patrons
Wednesday - 7.3 patrons
Thursday - 4.5 patrons
Friday - 6.2 patrons
Saturday - 5.0 patrons

There would appear to be little significant difference between daily use considering the shortened hours on Saturday and Sunday. The major difference is in the predominance of afternoon use, 21 per week in the afternoon versus 8 per week and 9 per week in the morning and evening respectively.

It would seem the afternoon coverage should be strengthened while other reference services are slack and the opposite for evening hours.

2. Circulation Department

The annual per capita circulation for Owensboro is slightly above the average for Kentucky at about 4 per capita. State average for public libraries = 3.9 per capita. Referring to the Annual Reports, summarized in Appendix D, the circulation figures for the main library have only slightly increased from year to year while bookmobile circulation has decreased, although past bookmobile circulation statistics are fairly unreliable. Circulation figures are, at best, only an approximation of the library's business transactions. They are far too shallow an indicator of a library's services. The major point of interest shown by the summary of annual reports is that the circulation has practically remained constant since at least as far back as the 1963 report while reference transactions have grown dramatically. Also interesting is the fact that there was very little change in circulation over the course of moving from the old building to the new.

Considering that registration from 1963 to 1971 tripled, reference services from 1965 to 1971 went up 5 times, staff positions doubled and financial support tripled, it is disconcerting that total circulation has only increased 20% or less depending on how reliable the previous circulation reports were. No explanation is evident or plausible.

Looking within the circulation from the Due Date Survey, see Section "C" - 4 and Appendix C, the circulation from six sample days in November

1970 shows a daily circulation from the library of 854 items split in half between fiction and non-fiction and 2/3's adult to 1/3 juvenile. This is a normal division for public libraries today.

A customer use survey was attempted that would show the volume of patrons, checkouts and check-ins at the circulation desk during the same 6 sample days in November 1970. The results proved unreliable for some reason involved in the collection of data such that the total volume does not verify with the circulation count at the end of each day. A description of the suvery is not included in its entirety in this report since it indicates a much higher circulation than actually occurs. If the method of recording the circulation produced an error and that error was constant, perhaps the times of peak activity are worth mentioning. A description of this customer survey is included in Appendix D.

Table No. 15

MORNING	*AFTERNOON*	*EVENING*
10:30 - 11:30	*3:00 - 4:00*	*7:15 - 7:45*
	4:30 - 5:30	*8:00 - 8:15*

A rough approximation would still place the majority of activity per hour in the evening hours. The circulation system should require only one person to check out books during the entire day if the circulation process can be simplified and if the other circulation functions are not done by the person actually checking out materials.

An attempt was also made to determine which materials were being used within the library but not necessarily checked out. Again, due to the instrument of method of data collection, the data cannot be used. I would suggest that while the customer flow at the circulation desk is not important enough to repeat the survey under close supervision, *an attempt to determine what sources are used most often within the library would be a useful study*.

The average number of cars parked in the lot was found during the 6 November days to verify peak library traffic. The average on the hour was 18 cars with a peak of 34.4 at 8:00 P.M. At 7:00 P.M. the average in the lot was 30.8. This evening period was the only time the parking lot was near full capacity. The average count on the hour for the 6 survey days is given below:

Table No. 16

TIME	*AVERAGE NUMBER OF CARS IN THE LOT*	
9:00	*3.2*	
10:00	*12.0*	
11:00	*16.0*	
12:00	*13.4*	
1:00	*11.6*	
2:00	*17.0*	
3:00	*21.1*	
4:00	*20.1*	
5:00	*19.8*	
6:00	*14.2*	
7:00	*30.8*	
8:00	*34.4*	*Peak*

The net information derived from these measures of circulation is relatively unimportant to the Board's needs. It defines primarily the flow of activity. The activity of the circulation department should be maintained, of course, but changed so as the require less staff time and be more directly related to the public services of the library.

Circulation Manual, Staff and Procedures

The problems of designing a circulation system to recover and recall any material are difficult in any library and probably most difficult in a public library, since there is no direct hold over the patron as there is in other types of libraries. Dividing the resources of the library into the 7 divisions or departments shows that 33% of the resources, or more than twice as much as that devoted to any other activity, is spent on circulation activities. ($43,230 out of $131,130.)

Judging approximately the time spent on overdues, the resources used to issue and collect fines is about equal to the income received from fines. Overdues account for 10%- 15% of this department's activities. The registration system requires between 16% and 20% of the department's resources. Since these two functions of the circulation department occupy so much of the net resources of staff time and yield so little in public service, a conservation of resources should occur here. This savings of time should be transferred to the public service end of the library.

I am reasonably sure from my own observations that the circulation system is efficiently and judiciously followed, although this is difficult to prove or demonstrate. There has been neither the time nor expertise available to study that question. The questions I can raise however, should be answered by an overall review by the Board and Librarian and by practical experimentation and innovation in establishing the relationship and role played by a highly regimented circulation system toward the overall objectives of the library.

Since the income producing capabilities of any overdue system are at least equalled by the energy put into the assessment and collection of these fines, I believe this advantage can be negated.

From general experience, again impossible to clearly prove, a rigid fine collection and registration system is not very effective against patrons who steal or lose library materials. We are left then with two results of a rigid fine and registration system that are in agreement with the stated goal and objectives of the Library Board; 1) The materials are more easily located for recall if requested, and, 2) the materials may be returned to circulation faster if fines are judiciously collected.

I believe there are at least 3 results from as rigid a system as currently exists, however, that do not further the objectives of the Library Board. 1) A rigid system often loses patrons and discourages these who are poor or poorly motivated; 2) The system itself occupies a disproportionate share of time, money, and energy to the exclusion or disruption of other public services as evidenced by the all too prominent position of the circulation desk and unusually elaborate circulation and registration procedures, and; 3) a rigid system adds to the level of tension of the staff and patrons by creating an elaborate set of checks and procedures that must be followed.

I would not recommend that the entire circulation system be removed or significantly modified but rather cut down to a more manageable size and stripped of some procedures that may tend to intimidate patrons. The staff hours saved should then be put into increased public services. I believe, although again impossible to prove, that too much of the energy and resources added to the library have gone into the growth of records and record keeping procedures and not enough into promotion of the library and growth of its services. I believe the records and procedures have absorbed more energy than the services provided by the library. This has resulted, at least in part, in a lower staff morale and lower staff initiative than should be expected. The circulation system itself is relatively perfect. In fact, it is probably too perfect. The basic premises of registration and circulation are followed out to their logical extremes but somewhere in those extremes the total perspective is forgotten. There is, to my knowledge, no adequate substitute for a circulation - fine - registration system, but there are ways of decreasing the amount of energy absorbed by these systems. There will be a net loss of efficiency as a result, but hopefully there will be a greater gain in services.

Several small questions arise out of the circulation manual.

1. Why should children be limited to five books per visit? Is this not defeating the library's objectives?

2. I believe too much attention is paid to keeping duplicate juvenile cards at the desk and on the bookmobile. Although the reason is sound enough, perhaps the age limit could be changed so that only the cards of juveniles 10 years old or less are held at the desk.

3. Why is there no reserve list for juveniles? I would recommend that reserve list privileges be extended to all library users.

4. I would recommend that any member of a family should be allowed to check out books on any card held by a family member.

Ultimately, recovery for a lost volume must be settled with the adult family members at the same family address. I believe that there would be few instances where the family or library would not immediately recognize which family member checked the book out simply by the interest level and content of the book.

Although I would certainly not recommend re-registering all patrons, the possibility of issuing family cards in duplicate should be investigated.

5. The charge for reserving a book should either be dropped or should be made enough to cover a phone call. I would recommend that extensive reserve lists, personal interest profiles, routing of relevant materials and more personal dialog and interest between patron and staff be developed and encouraged at no charge to any patron. This should form the basis for giving a new life and growth to public services.

6. The library currently registers 4,000 - 5,000 patrons per year. The new card is mailed a week or so after initial registration to verify the address given. Although this is a logical approach to verifying information given by the registrant, it requires a great deal of time, money and effort. In the recommended system below, the registration card would be issued at the initial registration interview. New library cards should be kept at the desk until the patron checks out his first material from the library to save the time and cost of mailing.

7. The overdue system should be reduced from a card at one week, a letter at 2 weeks and a bill in after 4 weeks to perhaps simply a bill at 3 or 4 weeks.

8. Although a small point, it seems to be a duplication of effort to keep a list of film borrowers at the desk as well as stamping and initialing the patrons card.

9. Finally, I would recommend that the delinquent list and desk information file be eliminated or reduced to 20 or 25 names such that all staff members could easily memorize the list. If this information must be searched for each check out transaction the time for check out must be nearly doubled. A small list that could be easily memorized would, I believe, achieve most of what the delinquent file does without occupying space at the desk or doubling check out transaction time.

I have three major recommendations other than the nine points mentioned above.

1. I recommend that the charge-out system be changed to a photo record type to operate approximately in the following manner.

   a. Registration should be done at the initial registration interview. An original typed patron's card is made along with a carbon copy for registration file. This registration is verified only by driver's license or other personal identification. A new patron number is assigned at each registration or change of address or name. (A family card in multiple copy for family members may be used.)

   b. To check out a book, the patron's card and book card are inserted and photographed together and a transaction number assigned or card produced.

   c. The overdue cards are left over in the tray holding that weeks' circulation and are sorted out. When that transaction is recalled from the circulation film, the print out or photograph is predesigned such that the patron's name and address from his borrower's card are in position to show through the plastic window envelopes used to mail out overdue notices. A duplicate photo can be made and filed to send as second notice if desired.

   d. If overdues are handled on a weekly basis in this manner, I believe a significant amount of staff talent and time can be saved as well as decreasing registration and check out time.

2. The circulation department as a separate entity should be combined with the present reference department as one public services activity to be administered by one full time professional department director or assistant librarian. This department will include Audio-Visual and Kentucky Room. The talent and time saved in the circulation system can be best used in increasing personalized public services.

Ibelieve this administrative change will bring together the main body of public, adult, first floor activities and tailor the relative importance played by each present department to the objectives of the Library Board.

3. As can be seen in the revised first floor plan, the circulation desk should be decreased in importance placed next to the reference desk or combined with it so that reference questions asked at the circulation desk will be greatly reduced or directly called to the attention of reference personnel. The actual ciruclation and registration system could be handled by one person who is a student or part time employee.

In summary, my recommendations are attempting to diminish circulation and registration systems to an efficient non-library transaction level. At the same time, the extra staff time saved can be transferred within the single public services department to personalized library services. The hope here is to divert much of the energy increasingly going into the growth of records to the building of the serious reading use of the collection desired by the Library Board.

Audio-Visual Department

The Audio Visual Department utilized about 7% of the library's resources.

The department manages a collection of 3,633 items plus 60 pieces of equipment, a print shop, and xerox machine. Sixteen hours per month are spent on special programs and assistance with the Kentucky Room and geneology. A breakdown of functions follows showing function, hours of staff time, percent of total staff time and approximate cost if the annual expenditure for the Department is $9,530.00. Three hundred forty six hours were accounted for in the department.

Table No. 17

*FUNCTIONS**	*HOURS*	*PERCENT*	*COST*
Geneology	*16*	*4.6*	*440.00*
Film, Slides and Filmstrips	*84*	*24.3*	*2,250.00*
Film Programs	*23*	*6.7*	*650.00*
Print Shop	*32*	*9.3*	*895.00*
Phonograph and Tapes	*157*	*45.3*	*4,360.00*
Framed Pictures	*10*	*2.9*	*276.00*
Microfilm	*6*	*1.7*	*162.00*
Misc. (Breaks)	*6*	*1.7*	*162.00*
Xerox	*12*	*3.5*	*335.00*
TOTALS	*346*	*100*	*$9,530.00*

** The selections and patron service hours are included in the hours above. A list of all activities showing time spent on selection and public services is given in Appendix D.*

Policies on selecting materials should be reviewed as selection should be a professional function. The combination of xerox, equipment records, and print shop activities should be reviewed to see whether all records maintained are necessary. Assistance to patrons in the selection of materials and selection of materials to purchase, which are major functions occupying fully 1/3 of the total departmental effort, are more properly reference functions. The justification for considering them reference and book selection functions is in integrating the selection and use of audio-visual materials into the demand, use and balanced collection sensitivity which a public library must have toward its users and toward its collection.

The maintenance of equipment, the records necessary for repair and cleaning, xerox and print shop functions may be necessary as a group of related functions but since strengthening public service, particularly reference service, is an important objective, the use of audio-visual materials *should not* be separated off from the reference collection and public services department.

The time spent in working with the geneological collection seems justifiable as a use of special staff talents and interests but this effort should be directly under the supervision of the reference personnel.

4. Personal Interest Profiles

The strategy statements given previously indicate that a new effort is required toward both an effective use of a highly organized collection and developing a more sophisticated basic public service to interest and re-interest the adult reading public. The staff talents and Board's motivation toward excellence are necessary inputs that already exist.

The general program thrust recommended is to offer a more personalized reference service for any who request it in order to bring the library staff, collections and user together. The increase in immediate services offered is obvious but also present will be the direct involvement of the serious library user. Constant user demand will continuously force the library services toward more relevant uses for the community. This, after all, is what the library has chosen to be about. Finally, beginning to deal more directly with user needs by anticipating them is both the essential product and most direct methodology for moving toward "on-line" information services. "On-line" here is used to mean direct access to collections and staff for the user.

The personal interest profile program outlined here is only an experimental program to develop the *sensitivity to actual user needs related to actual system capabilities* and to provide a better information service to those who need it. The program does not require automation at this scale. It must be a coordinated effort between the public services department and the special services department as shown on the organization chart.

The program is designed to simply provide notice to a group of library users of new books dealing with a previously defined subject interest of theirs. The limitations at first are a small group, only new books, and one well defined subject area per person. There is room for nearly infinite expansion of the program once an initial trial period has provided some experience and perspective.

I would suggest that a public relations effort be made to notify the community and expecially frequent library users that the program will enroll 50 people from the county on a first come first served basis. I do not believe any more restrictions are necessary since the library must be open to all and the broadest possible cross section of *interested users* is desirable.

Each person up to 50 people should be given an informal orientation to acquaint them with the library, its staff and services and with this program in particular. The user should discuss quite thoroughly one subject area of special interest to him which is of continuing interest to him. The staff members given responsibility for the program should thoroughly document with the card catalog as many as 3 whole Dewey numbers that define the subject area and how books in that area are cataloged. Secondly, this orientation interview should produce a series of perhaps 5 to 10 key words that define and limit the area of interest.

A mster file should be kept of user information, key words and Dewey subject numbers. Each user would be assigned a number from 1 - 50 followed by the most general descriptive term from the list of key words such as 23 - Archaeology.

Next, a file must be constructed to reference individual Dewey numbers to user numbers such as 318 - 23. If more than one user is interested in subject 318, then a separate card must be made for each patron.

Once a month, a list of new books by Dewey number must be formed from the on-order or received file or perhaps directly after the books have been finally processed and are ready to be put on display. This list should allow for scanning the Dewey numbers and the title and author for each Dewey number. A card file of one extra catalog card for each new title would perhaps be the best for such a listing.

The cards should then be matched to the numbers on one patron's interest profile either by pulling the patron file first and recording the titles of interest or by assigning the titles by Dewey number to the patron file. (If no two users are interested in the same subject area, then the second method will be fastest.) In either case, it is important that the list of titles be reviewed against the list of key words from the patron's file to insure *a high degree of relevancy* in the final list of titles sent to the patron. I would suggest 12 xeroxed patron profiles be kept in the file such that the titles of interest can be attached and the patron interest sheet used for the mailing address with a window envelope once a month for a year trial period.

The patron may then have the option of sending his profile back with changes in key words as a way of feeding back corrective information to the system.

There are several variations possible, of course, in the procedures used and this should be the decision of the responsible staff. I am primarily concerned with the effect of the program on users and on the library.

There are many possibilities for expanding this program. These options should be examined after a few months of program operation. The range of materials indexed might expand into journals in the 300's and 600's in which case the key-word-in-context approach will need to be expanded. The number of users may be expanded as well as the breadth and/or depth of personal interest subject areas.

But regardless of its size or scope, the essential elements for an information routing system are included in this program: multi-area subject approach, a high degree of relevancy, and feedback.

A second area of concern to be included in the reader's advisory function should be the uses made of book lists and subject bibliographies. I believe the products from the personal interest profiles program should be distributed by the library's public services department. These lists of new books, in fact, become displays and should be used as impact information displays on the first floor along with new books, topical subject displays, posters, exhibits, etc.

5. Bookmobile Services

Bookmobile service in Daviess County is one of the parameters of regional service set by the Department of Libraries. It uses about 6% of the library's resources. Bookmobile service is still an important part of overall county-wide library service and, in my opinion, should be increased rather than decreased. The objectives and strategies defined previously would imply several policies that affect bookmobile services.

The compilation of bookmobile statistics from the available Annual Reports shows a decrease in circulation from 1963 to 1971 from 94,000 to 49,262; a slight decrease in the number stops from 136 to 121 and a decrease in bookmobile hours of service from 36 hours per week, to 30 hours per week. There are probably many reasons for this decrease in circulation. Perhaps the single most important variable is simply the many ways the bookmobile circulation has been counted in the past. Paducah, Covington and Lexington report bookmobile circulation of 68,610; 101,389 and 185,013 respectively. The reliability and relevance of these statistics as measuring tools is quite questionable.

First, the bookmobile should concentrate more on the adult reading public as a way of improving access to library services. Second, the collection of the bookmobile should be oriented toward adult fiction and non-fiction plus some ready reference materials. Third, the bookmobile should serve to bring the central library's services and collections to those bookmobile patrons who would benefit from the mobility provided by the bookmobile. It should assist in the reference function by relaying requests for materials and information to the library as well as delivering resources back to the patron. This delivery function may be handled by a part time student with a car.

To determine some data on what the bookmobile is currently doing, the stops and the approximate number of patrons per stop were collected. This information was tallied according to the 6 neighborhoods described in the 1969 *Neighborhood Analysis* by Michael Baker, Jr., Inc.

All of the bookmobile stops were plotted on a city map and a county map to be found in Appendix "C". The summer stops were disregarded unless they corresponded to a regular stop.

Of the 120 stops made, 22 or 18% were at schools. For these 22 stops, 119 teacher and 26 other patrons are served. These 22 school stops represent 3 - ½ hour stops; 8 - 1 hour stops; 7 - 1½ hour stops and 4 - 2 hour stops for a total of 28 hours. Only 4 of these school stops are in the city.

Looking at these 120 stops again, 27 or *23% are in the city and 77% in the county*.

Of these 27 city stops the following comparison is made:

Table No. 18

Neighborhood	*Stops*	*Average Hours/Stop*	*Percent of Total Stops*	*Percent of Library Registrants*
I	*0*	*0*	*0%*	*1%*
II	*3*	*1*	*11%*	*8%*
III	*2*	*3/4*	*7%*	*8%*
IV	*6*	*2/3*	*22%*	*13%*
V	*11*	*1-1/11*	*41%*	*52%*
VI	*5*	*1*	*19%*	*18%*
TOTALS	*27*		*100%*	*100%*

These 27 city stops have 115 regular patrons and 30 teachers. Of these 27 city stops, 23 are not at schools and these 23 stops average 5 persons per stop. These non-school stops average 1 hour.

There are 93 stops in the county of which 18 are schools. The 75 non-school stops in the county also average 5 patrons per stop. Of these 75 non-school stops, 71 are ½ hour stops and 4 are 1 hour stops. These stops average ½ hour.

While the quality of service or number of transactions is not readily available, some interesting comparisons are possible from analyzing the pattern of school and regular stops. *Of primary interest is the fact that the Neighborhood that is closest to the library and had the most number of registrants receives the most in-city bookmobile service, 41% of the city stops. Also, the areas of least library registrants receive the least number of in-city bookmobile stops. It would* *hardly seem to be a justifiable use of the bookmobile to serve the neighborhood immediately surrounding the library where accessibility to the library is high.*

A second significant conclusion which ought to affect future policies is that while the average patrons per non-school stops in the city and in the county is 5, the city stops are twice as long as the county stops. There would appear to be a greater efficiency in county stops.

The nature of each stop cannot be determined from this study. However, several policies do come into question. The bookmobile serves 22 schools, 4 in the city and 18 in the county. The reasons for this should be carefully defined to avoid duplication of school library services and to carefully delineate the purposes of bookmobile service.

I would recommend that the number of schools served be dropped to zero if possible or at least to those schools far from the main library who have no present library service. Secondly, the bookmobile should serve, as a scheduling priority, those adult patrons who have the least accessibility. There are also more patrons per hour served for county stops. These would imply bookmobile services primarily to the county and secondly to the city readers who cannot get to the library such as the elderly, shut-ins, or those in poverty areas within the city.

I believe that while having bookmobile stops be centrally located is desirable for efficiency, this in a sense denies the basic tenet that the bookmobile should serve those with little or no means of getting to the library. The bookmobile should be less concerned with overall efficiency and more concerned with the outreach function. This outreach function is only relevant as the bookmobile staff seeks out those with poor accessibility.

Perhaps the most essential characteristic of bookmobile service is that the driver and bookmobile fulfill a social role within small isolated communities. They serve as a functioning community agent for communication as well as to provide books. If the bookmobile attempts to become purely a delivery, and pick-up service, much if not all of its vitality will be lost. The community relations work of the bookmobile staff serves as a communications link between the centralized library and the county-wide users. At any rate, this function must not be lost in the rush for circulation statistics, especially in view of the objectives and strategies set up by the Board.

It is impossible for the outside observer to reschedule bookmobile stops, but I would recommend that for Daviess County the key words be *low patron accessibility, adult-reader, community agent and integration with central services* rather than schools, poverty areas, industrial areas and juvenile reading. I am not suggesting that children be dropped but simply that adult users with poor accessibility to the library be considered.

(A 1970 proposed bookmobile project suggested by the regional staff for service to the disadvantaged is included in Appendix D. This direction may be possible in the future should special funds become available and should the objective-strategy context for the library include this approach.)

Technical Processing

The existing technical processing department uses about 9% of the library's resources. The system set up for the processing books is an excellent system judging from the technical processing manual. There are several systems set up for catching errors both in ordering and in processing. A copy of the order slip for all non-fiction titles is sent to the Department of Libraries and a master catalog card is sent back for a charge of 10 cents. The normal time for this is 3 - 4 weeks. From the records at the Department of Libraries, it appears that 2/3's of the non-fiction titles are cataloged this way. This leaves about 600 non-fiction titles to be locally cataloged each year.

Some minor suggestions and questions arise even though, in general, the system is excellent. Although two main entry files seem reasonable because of distance, I do not see the long range value of maintaining an "extra card" file. I also question the need for xeroxing half of the card sets and typing the other half. If possible, this should all be done by xeroxing.

Two other possible changes might be considered. Is it necessary to keep a shelf list record of price and date purchased? If this information is for replacements and charging patrons for lost materials, the price information most probably is inaccurate in a year. It would seem a better policy to check the cost of each lost book replacement at the time of replacement to determine the actual charges for the patron or to set a fee for lost materials of $4.00 or $5.00.

Secondly, I would suggest that the separate fiction categories such as science, western and mystery might be combined into the general fiction collection to avoid checking the author in the shelf list to determine where his works are normally classified. A substitute for these 3 special fiction categories might be a printed handout of authors in each fiction field. The patron could then refer to the main catalog for titles.

It is a good idea to have the order file double as the received file. These might be interfiled (author and title) if such is not the case already.

In general, these comments are rather minute for consideration by the Board. The primary problem in the technical processing system is the small amount of truly professional work required for the processing of the vast majority of library materials. The processing work could be done by para-professionals with perhaps a year or two of college education since this work is primarily typing, filing, checking clerical typing and ordering from selection lists.

Access to a professional could be provided through the existing close working relationship with the regional staff. A rough estimate of professional time required would be about 2 months out of a year or 15% to 20% of a full time professional position. More of the original cataloging should be done by the Department of Libraries, in order to free professional time.

The majority of a full time professional's time could be used in the development of public services as one alternative consistant with the Board's stated objectives. A second alternative would be to increase the subject depth and cross referencing depth of non-fiction cataloging and thus increase the effectiveness of the card catalog as a reference tool. I would recommend the first alternative as being better overall use of the professional staff since the public services could be greatly strengthened by an experimental program in personal interest profiles and routing of materials to selected patrons upon acquisition of the material by the library. A split between some professional work in technical processing and some in public services would seem to be the best use of the professional staff available.

7. Children's Department

On 6 days in November of 1970, all unfulfilled requests in the children's department were scored in two categories. The first category, scoring 10 out of the 34 was books requested but not listed in the card catalog.

The second category, books in the card catalog but not found on the shelves, scored the remaining 24 out of 34. Although this was a small sample, the conclusion that should be drawn is that the children's collection lacks more duplicates than title coverage relative to the six days requests. This chart is given below:

Table No. 19

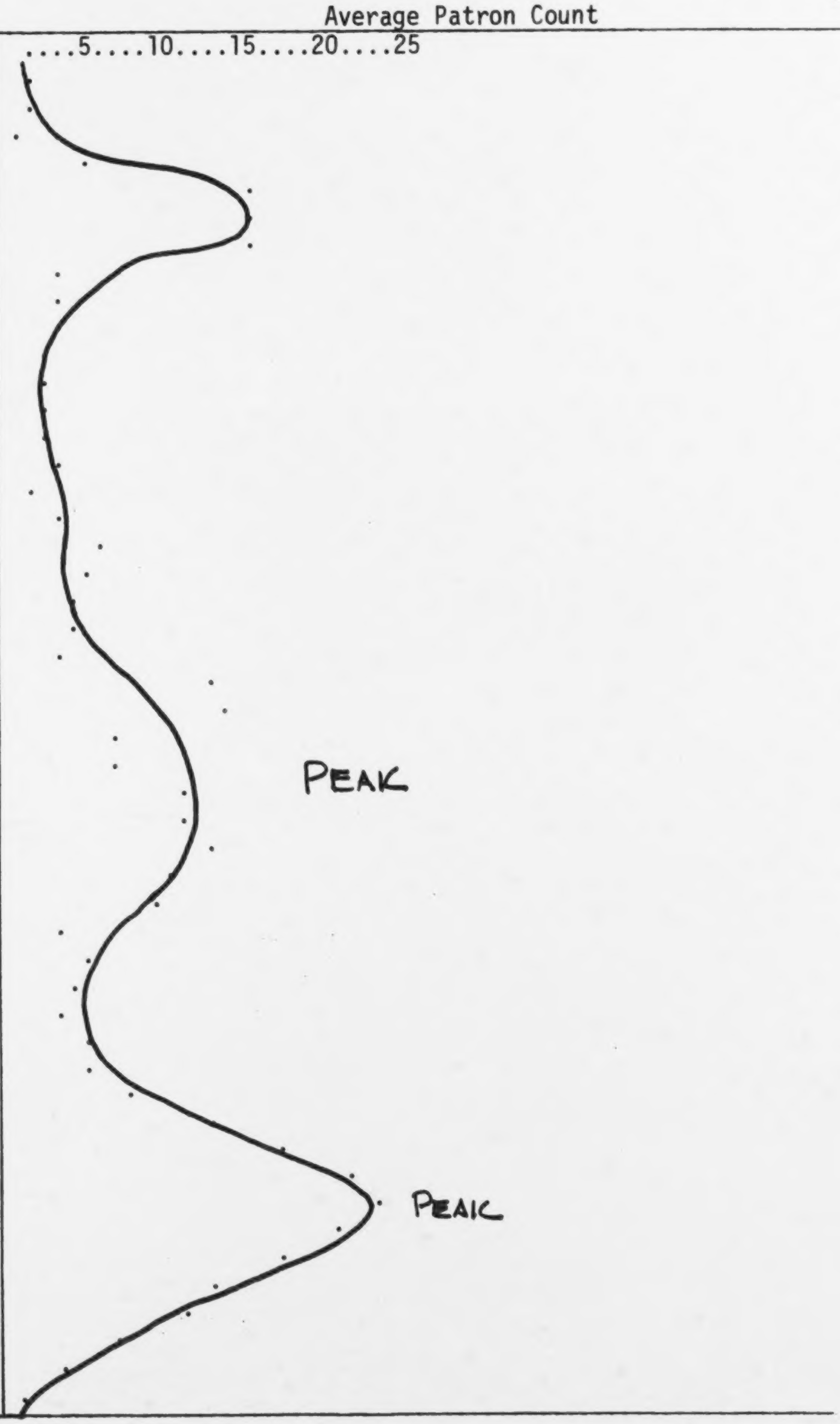
DATE	*BOOKS NOT LISTED IN CARD CATALOG*	*BOOKS LISTED IN CARD CATALOG BUT NOT FOUND ON SHELF*
November 3	*3*	*7*
November 7	*0*	*6*
November 11	*3*	*4*
November 16	*1*	*0*
November 19	*3*	*6*
November 27	*0*	*1*
TOTALS	*10*	*24*

The number of children in the room was tabulated every 15th minute for the six sample days in November. These 6 figures are plotted as averages on the following graph. This graph is useful to indicate peak hours of activity during the day only.

The first peak at 10:15 A.M. should be disregarded due to unusual data for one day during the sample. It would appear that the major peak occurs from 6:15 to 8:15 P.M. and a second peak from 3:30 to 4:30 P.M. The tabulation also showed that on Saturday the children's room was constantly busy from 10:00 A.M. to 5:30 p.m., near closing. Due probably to the high proportion of grade school users, the children's library

Table No. 20

Six day Average	Time
1	9:00
1	9:15
0	9:30
5	9:45
15	10:00
15	10:15
15	10:30
3	10:45
3	11:00
3	11:15
2	11:30
2	11:45
2	12:00
2	12:15
3	12:30
1	12:45
3	1:00
6	1:15
5	1:30
4	1:45
4	2:00
3	2:15
13	2:30
14	2:45
7	3:00
7	3:15
11	3:30
11	3:45
13	4:00
10	4:15
9	4:30
3	4:45
5	5:00
4	5:15
3	5:30
5	5:45
5	6:00
8	6:15
13	6:30
17	6:45
21	7:00
23	7:15
20	7:30
17	7:45
13	8:00
11	8:15
7	8:30
3	8:45
0	9:00



does the vast majority of its services from 3:00 P.M. to 8:30 P.M. and all day Saturday. No Sunday sample was taken. These peaks may suggest revisions in the children's room hours or certainly special emphasis for staff coverage expecially during evening hours. A copy of the schedule of hours is included in Appendix D.

The children's department uses about 14% of the library's resources and seemed to be a fairly self-contained operation. Very little survey time was used to look with any depth at children's programs.

No attempt was made to evaluate the quality of titles in the children's collections except to ask for the Children's Librarian's assessment. The collection weaknesses were reported as 1) Material on Kentucky; 2) Drug Abuse; 3) Pollution and Ecology, and 4) Vertical File Material especially on local history.

The children's librarian also confirmed the need for more duplicate copies.

The summary of annual reports from 1963 - 1971 indicates a rise in juvenile registration from 2,915 to 12,009 although all of these are not necessarily children's room users. The story hours and attendance at story hours have been irregular but increasing with the high point coming in 1970. The greatest needs for the children's department would seem to be materials and a reassignment of staff hours to coincide with the heavy evening and late afternoon demands. Children should be encouraged to use the public services reference desk when their needs require it. In any event, the children's librarian should utilize the entire collection when needed so that children are not limited to only the children's collection for their often times sophisticated needs.

The children's department, as well as other special services departments, should report to a special services director as indicated on the organization chart.

The children's department staff was asked to estimate the amount of time required each month per major function. These functions were then ranked by the children's staff in order of descending importance. I believe this ranking is in agreement with the objectives of the Board.

The only change I would suggest would be to increase the amount of staff time spent previewing new books, displaying books and materials, and finding the needed materials on local and Kentucky history.

FUNCTIONS OF THE CHILDREN'S LIBRARY - RANKED IN ORDER OF IMPORTANCE BY STAFF

1. Reference and reading guidance - 45 hours spent in this activity each month.
2. Tours - 6 hours each month showing school groups around the library and explaining library procedures.
3. Children's programs - 26 hours spent in the planning and presentation of our various programs. This includes story hour on Thursday as well as the weekly Saturday program.

4. Shelving Books - 126 hours each month. This is allowing for an average of three book carts a day. One hour is allotted for each cart.
5. Displays - 48 hours each month spent on eight bulletin boards and various posters.
6. Acquisitions - 5 hours each month spent in ordering new books. Most of the ordering is done in one or two sessions each month, except for the ordering done from *Publishers Weekly* and *Library Journal*.
7. Previewing New Books - 2 hours each month spent in reviewing new new books and displaying them.
8. Mending books - 6 hours each month spent in this activity. This time allottment includes time spent on very minor mending and changing book jackets.
9. Miscellaneous Duties - 8 hours - This designation includes the time spent on such duties as reading shelves, care of the aquarium, and over-all straightening of the room.

The Children's Library is open 296 hours a month. The above schedule of functions accounts for 272 hours of that time. The other hours are off duty breaks.

9. Regional Role.

The Owensboro library is the headquarters of the five county Green River Region. This relatively new role has developed slowly to a rather loose federation of these counties without the sharing of resources and services that a library system requires to be effective. The conception of a regional system has been based on *shared resources and services and a pyramid structure of communications* up to the strength and depth of the largest information source.

The regional library systems in Kentucky are currently under study to develop a model for future development. Until that model has been developed and tested, many headquarters libraries find themselves somewhere in limbo. Their resources are seldom shared. Their collections and staff are not developed with the needs of the region in mind nor are services shared or contracted across county lines. The use of the whole region's information resources as a base for services and the networking concept for using larger systems is only beginning to be tried. The headquarters libraries find their collections beginning to be used by member libraries but have not utilized the resources of the smaller member libraries in their region. Contractural services between counties such as bookmobile service and book processing are unheard of in all but two counties. The headquarters county finds itself working hard to develop itself but without a region-wide base of support. In perspective, the development of the initial regional federations has been a tremendous step forward, but the shift from federations to true region-wide systems is an enormous task yet to be accomplished. The problem statement for all regions, as explained above, leaves the Owensboro library planning from the middle without a clear image or model of what needs to be the end result.

There are several intermediate directives that I believe will begin to define a regional role for both the regional staff and the regional headquarters.

1. A centralized collection and staff must develop itself through full regional use.

2. A region-wide base of information resources, both local expertise in subject areas and local collections from all four types of libraries must be defined and studied.

3. Legal and procedural structures must be developed that will permit and promote region-wide cooperation.

4. A resource and service sharing or contracting plan must be developed for the Green River Region using the existing base collections and Department of Libraries centralized processing and reference tools.

5. A basic regional agency must be a base for discussions, planning, and leadership.

The role of the regional headquarter's staff, as it concerns the future growth of the Owensboro - Daviess County Library should be fivefold: 1) To provide professional cataloging staff time to develop the catalog as a regional reference tool; 2) to provide professional reference and referral services to the public services department and, through it's resources and staff, to the 5 county region,; 3) to provide for the distribution of state purchased information materials; 4) to act as a referral link from the Department of Libraries through the regional headquarters to county libraries through regional headquarters to the Department of Libraries; and 5) to work with the Green River Area Development District and the Department of Libraries to formulate an overall regional development plan.

If the regional system is to develop, the regional headquarters should develop the collection through cataloging depth, integrate bibliographic tools purchased by the State into the basic collection, provide reference and referral services and integrate them into the public services department, and encourage use of the headquarters by member counties as well as greater use of the Department of Libraries and member county libraries by the headquarters.

The use of the regional staff directly in reference services and technical processing services as recommended in this study is intended to help accomplish this five-fold regional development role.

The planning, study, and discussions should be directed by the Green River Area Development District and should include all library agencies in the region. The 1970 goals of the Green River Regional Library staff are included in Appendix D.

In summary to Section D, I would reiterate that a true regional system must develop by the reinforcement of "use patterns" rather than by "designation" from within or outside the region. The "use patterns" that will bring people to the Owensboro-Daviess County Library are only formed by a demonstration of relevant services. *These services will create a demand for more services and this need for services will provide both the motivation and the most feasible route to a true regional system.*

Similarly, the force that will push the public services of the Owensboro Library into excellence and relevance is not a plan nor a internal structure but *the user demand for better services*. *This demand is partially created by offering vital services*.

SECTION E - PRODUCTS, POLICIES AND EVALUATION MEASURES

This fifth section concerns the products of the library, the need for some special policies to be discussed and formulated by the Library Board and administrative staff, and some realistic evaluation tools for the Board to use in periodically assessing the impacts of their library's services.

1. Products.

The products from the organization of things and people called the public library are the impacts on people in the service area. The impacts of the library are only faintly gauged when reference and circulation transactions are counted. Impacts are, at least roughly, things that are felt by people, not services. Perhaps impacts may be discussed as the resultant changes in behavior or perception caused by the Library. To some small extent, a circulation transaction is a count of a particular behavior. A person has a book now that he did not have before. That hardly describes the impact on the person, however. Adding one more reference question to the daily tally does record a behavior and is perhaps a bit more indicative of service than one more circulation but this is still far away from looking into the impact on the person from that reference transaction. Perhaps if the annual circulation dropped in half one year, it would measure a uniform change in the behavior of the community but little more. There is as yet no quantitative way evaluating the impact of the library on the community except to say that before time X there was no library and now the community has library services. It does seem to be true that services to people are probably reflected most in reference statistics, but this is scarcely an evaluation except in the broadest community sense. The Board has delineated three objectives which cut out certain responsibilities from the whole range of community needs but their attainment is long term. They are too long range for immediate measurement and evaluation.

The only points that have been somewhat fixed are the Impacts described by the Board in one of the 3 initial ranking exercises. These impacts were ranked in descending order of importance assuming they were occurring to an adult user. The final consensus given below, besides its use at the beginning of this study, gives an indication of where to begin product evaluation. It describes what impacts are important. Therefore, the evaluation of the library or periodic profile should look at these impacts first.

Table No. 21

BOARD OF TRUSTEES

1. *IMPACTS ON AN ADULT USER (SCORE 21)*

FINAL CONSENSUS

1. *Finds the book he wants in the library.*
2. *Finds the answer to a practical or factual question.*
3. *Receives a list of books of interest to him.*
4. *Calls the library, asks for information and receives it.*
5. *Receives help with a business or professional problem.*
6. *Browses through a collection of new books.*

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7. Finds a good quiet place to study.
8. Attends a community meeting or lecture.
9. Discusses an interesting book.
10. Learns to read faster and for more content.
11. Finds a comfortable place to sit, relax and read.

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12. Learns of coming community events.
13. Receives the book he wanted by mail order service.
14. Listens to records.
15. Gets help in learning to read.
16. Has the knowledge he can obtain any book published anywhere in the country.
17. Browses through a bookmobile collection.
18. Watches a good movie.
19. Reads a daily newspaper.
20. Meets friends and talks with them.
21. Reads a magazine

OTHER FUNCTIONS THAT SCORED VERY LOW FROM FIRST IMPACTS RANKING

Finds a display very interesting
Gets help in learning a subject
Watches television
Uses the telephone

I would suggest that at least twice a year and preferably every quarter the standardized set of measures given below, which involve little more than counting, should be used to indicate the impacts and transactions of the library. All of these measures are taken on one day. That day should be decided on by the Board. The evaluations and survey might also be done by Board members. First, a very brief exit survey should be given to every 4th person who is leaving the library for one day. It takes about 40 seconds to answer the survey questions. This should produce about 100-150 completed questionaires. The questionaire and its tabulation should remain the same to provide a continuity from one evaluation date to the next.

USER QUESTIONAIRE

1. Did you find the *specific material you wanted* in the library?

   A. ☐ yes B. ☐ no If no, did you ask the library staff to get the material for you? C. yes D. no

2. If you asked a reference question or asked for any assistance, did you get an answer that *satisfied you?*

   A. ☐ yes B. ☐ no

3. If you asked a reference question, was it of a business or professional nature?

   A.☐ Business; B.☐ Professional; C.☐ No/other.

4. During your visit to the library, which of the following, if any, did you do? More than one box may be checked.

   A. Study? yes ☐
   B. Look for a Book? yes ☐
   C. Ask for reference help or staff assistance. yes ☐
   D. Use the record collection? yes ☐
   E. Use the card catalog? yes ☐
   f. Check out any materials? yes ☐
   G. Attend a meeting or discussion group? yes ☐
   H. Read a newspaper or magazine. yes ☐
   I. Look through the "new book" display? yes ☐
   J. Read any library owned material? yes ☐

5. What is your age? A. Under 12 ☐; B. 12-19☐; C. 20-65☐; D. 65 plus ☐

The following statistics should also be gathered on the survey day and given to the Board.

The previous month's registrations should be recorded.

The total circulation for that survey day, total reference questions (total phone questions included) and a total head count of patrons coming into the library should be recorded for that day. Also compiled should be the number of booklists, subject bibliographies, or personal interest profile notices (all added together) for the past 31 days and the total number of persons attending meetings, story hours, discussions and any other library related programs for the past 31 days.

From these minimal statistics a brief profile of the impacts of the library can be presented to the Board. Each figure should be recorded graphically such that trends can be determined after a few survey days have been used.

1. IMPACTS

The brief survey results should be expressed as a percentage of the number of questionaires scored, e.g., "50% of the residents found the specific material they wanted". This point on a graph should be marked. This same process should be graphically portrayed for all 15 answers on the questionaire.

A profile of priority impacts will emerge from repeated use of this questionaire from which the Board can change policies, strategies, etc., and see the resultant changes in impacts. This is the essence of maintaining feedback for library planning. The tabulation of the first 4 questions can be made for patrons of all ages or any combinations of ages such as children and adults. Thus the Board can view the library's impacts on different patron groups.

2. *TRANSACTIONS*

Secondly, an index is needed for the number of transactions performed. This is based on an assumption that the higher the number of times the *staff, patrons, and collections are interfaced,* the greater is the potential for service. It is also a relative number expressed as a percentage and has no meaning in itself.

The base is the following sum: the number of people entering the library that survey day plus the number of phone reference questions that day plus the past month's new registrants. This number, perhaps about 1,000, is divided into the following sum: total circulation of all materials that day plus 10 times the total number of reference questions asked that day plus the number of booklists (personal interest profile notices and other user lists) for the past 31 days plus 1/10 of all the past month's library program attendance total. This figure would probably be about 1500. The resultant figure is about 150 percent. The resultant figure in itself means very little but its trend over time does indicate a transaction rate of the potential for interaction of patrons, staff, and collections. This index number should be portrayed graphically over time.

I believe the percentages from the first two questions on the questionnaire are the most important indicators to watch and the transaction index third in importance.

These instruments are only a small part of the daily evaluation that goes on through observation and subject evaluation. They will be, however, the easiest to quantify and graphically portray.

The next larger level of measures are those for inputs discussed in Section C that cover the trends in the basic resources of the library; financial support, collections, personnel and facilities. These are tabulated as a matter of course at the end of each fiscal year and are generally useful when seen in relation to the library standards for Kentucky found in this study. (Refer to Section C.) The only additional input evaluation tool that I would recommend is the percent of total resources devoted to functions or services similar to the one used in Section C of this study where the percent of total resources is related to a major library function. This again is purely a policy tool but should provide a sense of balance and perspective.

The next higher level of measures are the degree of attainment of the three objectives. These are very difficult if not impossible to measure let alone measure reliably since they are essentially statements of intent and rather broad statements of responsibility. This level of context evaluation would be impractical to quantify and would not provide useful information to the Board. The evaluation process for objectives and strategies is primarily a *continuous subjective review*, discussion, and response to the community needs. The prime evaluation tools for objectives are not statistics but sensitivity.

Although some of the strategies may be approached with quantifiable measures, the value of strategies is in the articulation they require of the Board. For example, one may be able to measure a "strong and highly organized collection" by a complicated numerical process but its value as useful information is questionable. The articulation and use of the strategy statement as a directive and priority statement is far more useful as a method of apporach. I would prefer to see the available time spent thinking out and re-thinking objectives and strategies rather than getting into the theoretical world of measuring the degrees of achievement. Secondly, I believe a greater interaction between the Board and library users and between library staff and library users through disciplined public services will provide the most powerful and realistic feedback.

2. Special Policy Areas

There are many areas within the daily operation of the library that need and will continue to need policy guidelines set by the Board. It is a difficult task for the Board since it often overlaps the Head Librarian's responsibilities of how a job should be done and who should be assigned to do it.

Many policy suggestions are explicit or implicit in this study as recommendations. These are summarized in the Summary Statement, pages A - F. There are two areas, however, that should be mentioned again: *User participation and personnel hiring*.

There should be an effort made to formally gather users' opinions and perceptions of needs as well as the informal participation of the user in the library's public services. An advisory discussion group of library users or Friends of the Library committee would be very useful if it was constructed of the *most frequent users of the library's services*. It is not necessarily a "representative" group since this role is already filled by the Board of Trustees but rather a group of users. They could provide innovative suggestions of services and innovative perceptions of their needs.

Secondly, the organization chart contained in Section C suggests that a personnel committee be formed to assist in reviewing new personnel applications and to prepare a recommendation for the Board of Trustees. The committee should be made up of the two department directors and the Head Librarian. The purpose of this committee should be to discuss departmental needs, applicant qualifications and the type of personnel needed. It should insure that a new employee is known and recommended by the Department Head of Public or Special Services, wherever the final assignment is made. This committee is advisory only. Its function is to prepare a report to the Board recommending applicants to fill needed positions. The Board ultimately holds the responsibility and authority over the personnel as they do over the entire library. It would, however, be a highly unusual situation for the Board not to accept the recommendation of the Personnel Committee to hire someone for a budgeted position. It is, after all, in the long range interest of the Board of Trustees that the chain of command be strengthened and respected as ultimately they must guide and direct their library through this same chain of command.

SECTION F - CONCLUSIONS

One of the initial objectives of this study was an overall evaluation of the library. Many of the critical evaluations are found in the sections dealing with specific departments. Overall, I believe the library has done well in the past six years. It functions well and serves county and city with a tremendous amount of professional library service. It is perhaps a typical problem with library evaluation studies that criticisms form the main body of the study, as though no one wanted to concede the good that has been accomplished.

Very little has been said about the history of the library or of the development of Owensboro and Daviess County. The library's history is a history of strong people involved with the library. To a large extent, the library is an extension of their strengths and their concepts. The primary concern is for the future leadership. The tack taken by this study has been to define and strengthen the line of responsibility beginning with the Board. The belief constantly in mind is that change originated and directed from within the power structure of the library will be the only changes to be successfully implemented.

There is an inherant problem in this approach to a consulting study of a particular library. It makes it more difficult for new ideas to enter the system. Never the less, I believe the advantages of the approach for outweigh the disadvantages. Not only is there a minimum of jargon used but there is a maximum of articulation by those who must continue to direct the library.

The power of the Board has been stressed perhaps at the expense of emphasizing the Board's needs to rely on the library staff for its experience and judgement.

This over-emphasis may be another weakness of this study. Given more time to know and work with the staff, I would have included more of their judgments in this study, particularly concerning the collection, since they are in daily contact with it. The same concept of practical and political expertise that was applied to the Board could have been applied to the staff's use and perception of the collection and services. Some of this was done with former and present staff members but far more use of staff opinions would have been advisable.

Finally, I would emphasize that this study in itself will do little toward improving the library's services. In the same way, the recommended profile measurements of the library's impacts will produce only percentages and relatively esoteric index numbers. Change, and hopefully improvement is first of all a function of strong beliefs and directives and secondly a correlate of power. This report is only the recording of those strong beliefs and directives, not the agent of change. The agent of change in the final analysis wil be the Board, and through them, the staff.

Leland S. King

Leland S. King
December 1, 1971
Frankfort, Kentucky

RESPONSES TO STUDY

The purpose of these three response questions is to allow for immediate feedback to the Board of Trustees on *the study itself, the goal - objectives - strategies framework,* and the recommendations within the study. The Board of Trustees is interested in the responses of people close to the Owensboro-Daviess County Public Library. Reactions, suggestions, and personal observations should be written down on these forms, anonymously if desired, and sent to the Board of Trustees for their further evaluation.

1. *Do you have any comments, suggestions, or recommendations on the study itself?*

2. *Do you have any comments, suggestions or recommendations on the content of the goal, objectives or strategies?*

3. *Do you have any comments or suggestions on the recommendations of the study?*

APPENDIX A

SURVEY OF
OWENSBORO-DAVIESS COUNTY LIBRARY

August 1, 1970

KENTUCKY WESLEYAN COLLEGE
OWENSBORO, KENTUCKY 42301

Office of the Registrar
and Associate Dean

July 30, 1970

Library Board
Owensboro-Daviess County Library
Owensboro, Kentucky 42301

Dear Board Members:

Enclosed is the report of the survey completed in Owensboro and Daviess County during April, May, and June of 1970.

Figures and percentages presented in this report are in brief and simple terms without regard to statistical formality. Surveys of this type are usually treated with 5% margin of possible error.

The enclosed data shows that about 50% of those surveyed have visited the Owensboro-Daviess County Library. It is my opinion that this is a remarkable figure. Generally speaking, the Library is well regarded, and complaints are few. However, for the study to be worthwhile, the Board should consider each item carefully and make whatever adjustments it can within the budgetary and standard library practice framework. A public agency cannot be perfect to all people, but each criticism should be considered as a genuine reflection of some individual's thinking.

Appreciation should be expressed to the ladies of the Volunteer Bureau for their many hours of work and to the staff of the Library for their assistance.

Respectfully submitted,

Gus E. Paris

Gus E. Paris
Kentucky Wesleyan College

GEP/nm

Enclosure

MARK WITH AN "X"

1. Do you live in the
_____1. City
_____2. County
_____3. Don't know
_____4. Other

2. How many in your family?
_____

3. Have you visited the Owensboro-Daviess County Library? (Follow the arrow.)
_____Yes ↴

4. How often do adults in your family visit our Library?
_____1. Never
_____2. Seldom
_____3. Regularly
_____4. Occasionally

5. How often do your children (under 18) visit our Library?
_____1. Never
_____2. Seldom
_____3. Regularly
_____4. Occasionally
_____5. Do not have children

6. How would you rate our Library and its services?
_____1. Poor
_____2. Fair
_____3. Good
_____4. Very good
_____5. Excellent

7. What do you like best about our Library? (Check more than one if necessary.)
_____1. Buildings and grounds
_____2. Books
_____3. Service
_____4. Quietness
_____5. Magazines
_____6. Reference materials
_____7. Other comment

8. What services in our Library need to be improved? (Check more than one if necessary.)
_____1. Books
_____2. Films
_____3. Magazines
_____4. Longer hours
_____5. More children's hours
_____6. More adult education
_____7. Too many children
_____8. Other comment

9. Any other comment you would like to make?
____
____
____

_____No ↴

3A. Why have you failed to visit our Library? (Check more than one if necessary.)
_____1. Too far away
_____2. Hours not convenient
_____3. Book selection not good
_____4. Don't like to read
_____5. Need young adult program
_____6. Transportation not available
_____7. Personnel not helpful or courteous
_____8. Any other comment
____
____
____
____
____

4A. What services are needed to attract you to our Library? Any other comment?
____
____
____
____
____
____

(Use back if necessary)

1. Number of phone calls completed - 1,922
   1. City - 1,276 - 66.38%
   2. County - 601 - 31.26
   3. Don't know - 4 - .23
   4. Other - 41 - 2.13

   1,922 100%

2. 6,151 persons were covered in calls for an average of 3.2 persons included in each call.

3. 946 or 49.22% have visited the Library. 976 or 50.78% have not visited the Library.

3A. Why have you failed to visit the Library?
- 1. 164 or 16.8% said too far away
- 2. 13 or 1.3% said hours not convenient
- 3. No answers
- 4. 130 or 13.3% said did not like to read
- 5. 3 or .3% said need a young adult program
- 6. 117 or 11.9% said transportation not available
- 7. No answers
- 8. Any other comment - 22,8%
  - 1. 27 said too old
  - 2. 12 said they were sick
  - 3. 13 said they work
  - 4. 6 said they have books at home
  - 5. 7 said they just haven't visited
  - 6. 48 said they were too busy
  - 7. 12 said they couldn't because of small children
  - 8. 6 said they were new in town
  - 9. 20 said they use bookmobile
  - 10. 13 said they have bad eyes
  - 11. 9 said they were not interested
  - 12. 7 said they read only Bible and newspaper
  - 13. 27 said they would visit Library
  - 14. 2 said they use County Library
  - 15. 3 said they do Sunday School lesson
  - 16. 2 said they use school libraries
  - 17. 2 said they only read paperbacks
  - 18. 2 said they were blind
  - 19. 2 said children read enough in school
  - 20. 1 said out of town too much
  - 21. 328 or 33.6% made no comment

4. How often do adults in your family visit our Library?
   1. 17 or 1.8% said never
   2. 175 or 18.5% said seldom
   3. 301 or 31.8% said regularly
   4. 355 or 37.5% said occasionally
   5. 98 or 10.4% gave no answer

   946 100%

4A. What services are needed to attract you to our Library?
   1. So good
   2. 2 people said real nice
   3. 3 people said TV better
   4. Will go in summer
   5. K.V.B. program good
   6. Applied for card--did not receive it
   7. Take-up reel on 16mm not large enough
   8. Open magazine department on Sunday
   9. Not allowed to check out references--bad
   10. Books returned--not given credit
   11. Should draw industrial students
   12. Be lenient on getting books back
   13. Children use elevator too much
   14. Get 8 mm loops--school wanted more
   15. Allow children on Sunday

5. How often do your children (under 18) visit our Library?
   1. 38 or 4.0% said never
   2. 71 or 7.5% said seldom
   3. 298 or 31.5% said regularly
   4. 259 or 27.4% said occasionally
   5. 156 or 16.5% do not have children
   6. 124 or 13.1% did not answer

   946 100%

6. How would you rate our Library and its services?
   1. 1 or .1% said poor
   2. 21 or 2.2% said fair
   3. 152 or 16.1% said good
   4. 355 or 37.5% said very good
   5. 293 or 31.0% said excellent
   6. 124 or 13.1% did not answer

   946 100%

7. What do you like best about our Library? (Check more than one if necessary.) NOTE: These figures are for information and percentages are of limited value.

1. 446 or 47.1% said buildings and grounds
2. 559 or 59.1% said books
3. 250 or 26.4% said service
4. 116 or 12.3% said quietness
5. 95 or 10.0% said magazines
6. 229 or 24.2% said reference materials
7. Other comments:
    1. 18 said children's programs good
    2. 16 said library good
    3. 6 said nice
    4. 6 said fine
    5. 1 said convenient
    6. 1 said curious
    7. 2 said they like it
    8. 1 said haven't checked out books
    9. 1 said lighting good
    10. 2 said it's perfect
    11. 1 said well organized
    12. 1 said nothing good
    13. 1 said children's staff good
    14. 1 said it's great
    15. 1 said impressed by newspaper reports but haven't been
    16. 1 said daughter works there--haven't been
    17. 2 said children like it
    18. 5 said children use references
    19. 9 said they like Sunday hours
    20. 1 said no complaint

8. What services in our Library need to be improved? (Check more than one if necessary.) NOTE: These figures are for information only, and percentages are of limited value.
    1. 79 or 8.4% checked books
    2. 24 or 2.5% checked films
    3. 10 or 1.1% checked magazines
    4. 25 or 2.6% checked longer hours
    5. 32 or 3.4% checked more children's hours
    6. 18 or 1.9% checked more adult education
    7. 3 checked too many children
    8. Other comments:
        1. 1 said reference on clocks
        2. 8 said too much noise
        3. 1 said more for men on hunting and trapping
        4. 1 said reference for professionals
        5. 1 said reference on criticism
        6. 1 said too noisy on weekends
        7. 1 said personnel not helpful--especially for children

8. 1 said need more references
9. 1 said need religious materials
10. 1 said paintings are out
11. 1 said need for records and pictures
12. 2 said need longer weekend hours
13. 1 said need more for college students
14. 1 said children's staff poor
15. 2 said location bad
16. 1 said does not like color of carpet
17. 1 said children use elevator too much
18. 4 said steps are bad

9. Any other comment? NOTE: For information purposes only.
   1. Need more tables
   2. Need more science fiction
   3. Need more references
   4. Need more history novels
   5. Need more biographies
   6. Kentucky History and antiques are neglected
   7. Need more best sellers
   8. Should be open Sunday night
   9. Need more fiction
   10. Negro history not included
   11. Need more history and Zane Grey
   12. Need more modern records
   13. Need more technical books
   14. Need more books
   15. Older children should use all of Library
   16. Need foreign journals
   17. Need to explain filing system
   18. Need more educational records
   19. Eliminate the snack bar

1st in Ranking

F. "In my opinion, a library is a library. Its not a social service agency or a business or a home for wayward kids. It's a library pure and simple. The whole ball of wax is books, card catalogs, and maybe even a computer someday. It's a strong centralized storehouse of man's knowledge. There's so much to do in just making a library into an excellent library with an excellent collection."

"We have well educated people in this city who need a real resource center for study and finding some real information when they want it. The library hasn't even begun to reach, touch, and satisfy these people. What needs to happen is to surpass a mediocre library with an outstanding staff and an outstanding collection of books, microfilm, and periodicals. This is what people really expect and its always cheaper to provide it in a single central collection rather than spread it out over the city so it becomes too thin."

"We have a third of the volumes we should have and our circulation is way too low. We ought to be putting everything into our collection of books and materials and trying to get more people to manage them."

"A person should be able to come here and find anything he wants or else we'll get it for him. This isn't California and we can't afford to have a branch library on every corner. That's out-of-date now anyway. We should centralize and automate where we can. Information is serious stuff and that's what we're in business to provide.

2nd in Ranking

A. "I believe the library has its hands full with the people who are using it already. To try and reach everyone is ridiculous because its impossible. If someone isn't interested, he just isn't interested. I think the doors should always be open and there should always be courteous and really top notch staff inside the library."

"Anyone who puts out a little effort will be a person who values books and therefore will get a lot out of them. The library would be meeting its public charge as well as meeting the present demands made upon it. Let's meet people's expectations and aspirations first and then, if and when we're successful at that, try to develop new users."

"Now let's look at this a little closer. We have a clientele that use the library regularly primarily as a place to find books and as a place to study. They expect us to provide the books they want when they want them and they are willing to come and get them at the library. What the patrons want is more books and more of an opportunity to get to use them."

"If people aspire to read and acquire knowledge, then we should publicize our services and stand ready to serve anyone coming in the door. This is what our staff is trained for and this is what they expect to be asked to do. The emphasis should be on service to those who ask for it first. We should stick to answering questions and providing books."

3rd in Ranking

B. "Now, as I see it, the library's been enclosed within its institutional walls for a couple of centuries and its about time it went out to the citizens. Regardless of who it is, users or non-users, the real meat of the issue is to develop services that go out from the library through the media, the mail, and easy access collections throughout the city. Put the books where the people are. That's what I say."

"Why try and move people when you could move the materials so much easier? Sure, keep the doors open. But, let's face it. Before the library is going to be really important to people, it will have to go to them. Not vice versa."

"The library is doing alright now but we ought to move ahead by pushing new ways of delivering the materials we already have. If people want high brow stuff, they can go to the colleges. The public library is for reading not for research."

"Our circulation is lower than it should be and it won't increase much if the library advertizes and pushes its services as hard as it can. Study and serious learning will follow for the person who reads. Let's get people used to reading in the home and they will pursue their own special interests as they see fit. If reading sells, the library will be doing its basic job for the people."

4th in Ranking

E. "All this discussion is great but the immediate future is being pushed aside for dreams. There are two things that should be the basis for a new library. The library has got to concentrate on the people who run the show now. These are the decision makers, and the influencial people. If you guide them, they'll guide the city and the citizens."

"I would also like to remind everyone that the executives, elected officials, and businessmen are the ones that could put this library on the map financially, and do so every time taxes roll around. These men and women are the key to the stability and wisdom of our society. You just can't pass up the most significant members of our society for some hopes of future change."

"I would guess that the most influencial people in town are those with a college education or those managing or running a business. They're probably the majority of our users now. I'm not trying to be an elitist about it. I just believe these people have some real need for information. They have to make decision based upon information and we should be supplying it."

"We should emphasize serving these people especially because they aren't in school and probably don't have a lot of free time. They are motivated, interested and already have the basic skills. We'd get much more for the taxpayers dollar if we'd go out of the library's walls and into these peoples lives."

5th in Ranking

D. "Look, the only way a public library makes any sense is if its serving those people who need it the most. By that I mean, they are either down and out or they haven't had much of a chance for schooling."

"The point is, why should the library give something to those who already have plenty of it. If someone's been through college, they can afford to buy their own books and they can already read quite well. The government shouldn't subsidize them. The library should put all of its extra efforts toward those who are on or near the bottom because just a little bit of help there would really make a difference in someone's life, not just their grade on a test or their next patch of rose bushes. We have to be serious about the library and apply its services where the real payoff to society is, too."

"Talk about government money floating around! The emphasis is on the poor now and we should get in line. The library should develop programs that hit at the poor and disadvantaged rather than at the well educated."

"Our programs should emphasize deliverying books, films, records, television, story hours, and reading help to those people who need help the most. If we don't insist on this, the library may become just another bookstore and, as usual, there'll be lots of people with no money to use the store."

6th in Ranking

C. "The thing we should all be looking at is so simple. It's right before our eyes. The young people and children are the only things worth investing our time and money in. Now I don't say keep anyone over 20 out of the library but the youngsters will become tomorrow's leaders and parents and taxpayers. Besides, children are so impressionable. They are in their formative years and are learning to read and use libraries. They have regular assignments already given to them. Libraries are close to teachers anyway."

"If anything is going to change the world, it will have to be put in children's heads first. I would also add that children are the quickest way to get parents interested in the library and its support."

"If we could only make the library the child's friend, then the friendship would grow and mature. We are close to schools and can cooperate more with the schools. We could be going out to children and high schoolers and having programs that would bring them into the library after school, nights, and weekends. The older a person is, the more difficult, it is for them to develop the reading habit."

"Reading is a habit that children can get into. Educational television is growing, children's books are increasing, schools are growing, and the emphasis in this country including government money is on children and youth."

BOARD OF TRUSTEES

1. IMPACTS ON AN ADULT USER (SCORE 21-1)

FINAL CONSENSUS

1. Finds the book he wants in the library
2. Finds the answer to a practical or factual question
3. Receives a list of books of interest to him
4. Calls the library, asks for information and receives it
5. Receives help with a business or prefessional problem
6. Browses through a collection of new books

---

7. Finds a good quiet place to study
8. Attends a community meeting or lecture
9. Discusses an interesting book
10. Learns to read faster and for more content
11. Finds a comfortable place to sit, relax and read

---

12. Learns of coming community events
13. Receives the book he wanted by mail order service
14. Listens to records
15. Gets help in learning to read
16. Has the knowledge he can obtain any book published anywhere in the country
17. Browses through a bookmobile collection
18. Watches a good movie
19. Reads a daily newspaper
20. Meets friends and talks with them
21. Reads a magazine

OTHER FUNCTIONS THAT SCORED VERY LOW FROM FIRST IMPACTS RANKING

Finds a display very interesting
Gets help in learning a subject
Watches television
Uses the telephone

LIBRARIANS

2. IMPACTS ON AN ADULT USER (SCORE 21 - 1)

FINAL CONSENSUS

1. Finds the book he wants in the library
2. Finds the answer to a practical or factural question
3. Calls the library, asks for information and receives it
4. Receives help with a business or professional problem

---

5. Browses through a collection of new books
6. Learns to read faster and for more content
7. Reads a daily newspaper
8. Discusses an interesting book
9. Receives a list of books of interest to him

---

10. Reads a magazine
11. Has the knowledge he can obtain any book published anywhere in the country
12. Finds a comfortable place to sit, relax and read
13. Gets help in learning to read
14. Finds a good quiet place to study
15. Attends a community meeting or lecture
16. Listens to records
17. Browses through a book- mobile collection
18. Learns of coming community events
19. Meets friends and talks with them
20. Receives the book he wanted by mail order service
21. Watches a good movie

OTHER FUNCTIONS THAT RANKED LOW FROM FIRST IMPACTS RANKING

Watching television
Uses the television
Finds a display very interesting
Finds a collection of textbooks that he can use
Feels he can get away from it all

BOARD OF TRUSTEES

The following summarizes the Board's final consensus which population groups they felt should be emphazized by services. This exercise was not as useful as the Arguments and Impacts rankings and was therefore disregarded for the most part.

II. Population Groups

(Age factor: 5 choices, 10, 8, 6, 4, 2)
(Education: 3 choices, 9, 6, 3)
(Occupations: 8 choices, 16, 14, 12, 10, 8, 6, 4, 2)
(Economic Statis: 4 choices, 12, 9, 6, 3)
(Geographic Areas: 6 choices, 12, 10, 8, 6, 4, 2)

Consensus

General Population	*Library Users*	*Non-Users*
18 - 65 = 44	*18 - 65 = 42*	*18 - 65 = 34*
6 - 12 = 42	*6 - 12 = 40*	*6 - 12 = 32*
		0 - 6 = 32
12 - 18 = 30	*12 = 18 = 36*	*12 - 18 = 28*
Elderly = 22	*Elderly = 22*	*Elderly = 24*
0 - 6 = 12	*0 - 6 = 10*	

BOARD OF TRUSTEES

Comments: Very little difference as range shifts from users to non-users except the 0 to 6 group moves from last to second place as the view shifts from users to non-users.

2. Education

Comments: A high school graduate or higher in educational level is by far the desirable library patron except for the non-user. Here the emphasis shifts to those of a medium level education of from 9 to 12 years, the medium high school level.

3. Occupations

Consensus

General Population	Users	Non-users
66: White Collar	68: White Collar	60: 1 to 8 grade
64: 1 to 8 grade	66: 1 to 8 grade	
62: Housewife		
		52: 9 to 12 grade
	58: Housewife	52: Blue Collar
56: Blue Collar	54: 9 to 12 grade	50: Housewife
52: 9 to 12 grade	50: Blue Collar	46: White Collar
		44: Retired
30: Retired	30: Retired	
18: College Students	22: College Students	32: Unemployable
12: Unemployable	12: Unemployable	22: College Students

Comments: No variation between general population and library users. However, the move to non-users increases the importance of the high school age and blue collar worker to 2nd and 3rd places and drops the white collar worker from first place to 5th place. The retired, college students and unemployable remain in the lowest priority strata.

4. Economic Status.

Consensus

General Population	Users	Non-Users
Medium ---60	Medium--60	Med-Low - 48
Med - Low -42	Med-Low-42	Low - 39
High ---30	High --30	Medium - 39
Low ---18	Low --18	High - 24

Comments: The general population group and the user group are ranked in a similar manner. The non-user rankings emphasize the medium-low group and the low income group.

5. Geographic Areas

Consensus

General Population	Users	Non-Users
52: Blighted	48: Schools	48: Blighted
	48: Rural towns	42: Rural towns
44: Schools	40: Blighted	36: Schools
42: Rural towns		
26: Business	28: Industrial	30: Industrial
24: Industrial	26: Business	28: Business
22: Rural-single family	20: Rural-single family	26: Rural-single family

Comments: No significant change occurs in the rankings for extending library service either from the previous ranking or in going from the users to non-users except in more emphasis given to the non-user in a blighted area rahter than the emphasis on school users.

DEPARTMENT OF LIBRARIES = STUDY AND RECOMMENDATIONS, 1965.

OWENSBORO AND DAVIESS COUNTY

Owensboro and Daviess County represent one of Kentucky's fastest growing industrial areas, combined with excellent agricultural production as well.

It is strategically situated to attract much more industry, and needs to build public services with this end in view. One of these services is Public Library Service. A good Public Library System is one of many factors to be considered by an industry moving into the area.

Owensboro and Daviess County have made a good start. Much has been done, but much more needs to be done.

Owensboro and Daviess County are among a few areas of Kentucky which are showing a regular growth pattern in population -- for Owensboro the population has grown from 13,189 in 1900 to 42,471 in 1960. Daviess County has increased from 38,667 in 1950 to 70,588 in 1960.

Between 1954 and 1958, the net capital of manufacturing industries increased $25,278,000 or 56.4 percent. This increase was almost three times as great as that for the United States for the same period.

The per capita income for Daviess County in 1960, was $1,846, which was above the Kentucky average of $1,536.

In 1963, a total of 26,919 persons were employed in all industries in the five county area of Daviess, Hancock, Henderson, McLean and Ohio.

Outstanding industries include whiskey distilling, production of tobacco and other farm products, and manufacturing of electronics, bricks, concrete and concrete blocks, sheet metal, chemicals, steel, iron works, oxygen and acetylene, radio testing equipment, furniture covers, mill and factory parts, automotive engines, steel storage tanks, etc.

The list of industries is impressive, but the need is for more high grade industries. The topography of the area, transportation facilities, water and power supply, and sewage plants are favorable to the influx of more industry. The new Aluminim plant in Hancock County will undoubtedly increase further the population of Daviess County.

It is estimated that Owensboro and Daviess County will continue to grow at an increasing rate for many years to come. The growth rate in the whole county from 1950 to 1960, was almost 50%. At this rate, there will be more than 100,000 population in Daviess County by 1970, and possibly 150,000 population by 1980, or over twice the 1960 figure.

The growth potentiality of Daviess County presents an impelling reason for a study of the county's needs for more adequate library service.

Owensboro has the obvious advantages of having two colleges -- Brescia College and Kentucky Wesleyan College. Both have library facilities but these are student and faculty oriented. They have no facilities, materials or special staff for serving the general public. School libraries serve the school curriculum and are unable to provide public library services.

A strong Public Library System is needed to enrich and strengthen already existing educational sources for students, to provide a wealth of material and cultural experiences for the pre-school child, a continuing education for children, young people and adults, and an educational and research center for business men, industrialists, professional men, farmers, and workers.

Such a center would not only provide opportunities for expansion of local industries and farm production, but would also stimulate the influx of new industries into the county.

The need for great improvement of the general services and facilities of the Library is acute, but a growing need also exists for a new scientific, technological and industrial department of the Library.

Each need is treated in more detail hereafter.

BUILDING

The present building was constructed in 1909. It is therefore 56 years old. It was built when Owensboro had a population of less than 16,000. Owensboro now has a population of over 42,000 and is growing steadily. At the time of its construction, it was intended to serve the city only, and did not include any thought of the county population, which has almost doubled since 1909.

A new building will provide increased services and will stimulate increased use. It will also attract more industry to the city and county.

Both the building and the additional services needed are a primary necessity for the area, if Owensboro and Daviess County are to keep pace with other areas in the United States.

Careful thought should be given to the location of the building. A study of the map shows that Frederica Street is the main north-south artery. Overall planning of the city has undoubtedly included increased parking space for all who use the downtown area. Therefore immediately adjacent parking space may not be a necessity.

The presently empty buildings immediately opposite the Owensboro Motor Inn, which is on Frederica Street, offer in many ways an ideal site for the Library. The Library should be located where many people normally walk back and forth, and where most people travel on the street.

Many economies can be accomplished in the building itself and in the planning of services to be provided, but cost should not be an important factor in choosing a site for the library. It will be cheaper and more effective in the long run to pay a comparatively high price for the lot in order to get the best possible site from the standpoint of convenience and use.

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STAFF

The Owensboro-Daviess County Library is understaffed with regard to professional and sub-professional librarians and perhaps overstaffed with part time clerical workers.

Some part time workers have been found to be excellent help, but sometimes such workers are not seriously interested in giving as much service as possible to library patrons. They are at times anxious to make money only for a purpose far removed from library work.

It is therefore recommended that great efforts be made to build a stronger professional staff and a stronger permanent clerical staff, with a maximum of two part time workers.

Attitude towards the general public and towards the necessity for giving maximum service to everyone is extremely important. The personal needs and responses of clerical and professional staff members need to be forgotten or controlled when dealing with the public.

Full control and responsibility should be vested in the Library Director. The assistant Librarian should be in charge at all times when the Library Director is not present.

Job descriptions and specifications should be written for each position to be filled, so that each person knows what responsibilities he has.

A SCIENCE, TECHNOLOGY, AND BUSINESS DEPARTMENT.

It is recommended that plans be made to develop such a library Department. State funds may be sought to develop this portion of the library as an Area Service Center of the Department of Libraries.

It would include trained personnel and up-to-date specialized materials for the entire area. Owensboro and Daviess County would provide free space in a new Public Library and Educational Center.

The state would be requested to provide personnel and a basic collection of books, pamphlets and periodicals, with microfilms of older material. Estimated costs would be $35,000 for the first year and $25,000 a year thereafter. Such a center would be provided if the state budget will accept the project and if Owensboro and Daviess County provide a new building for the entire Library and a more adequate operating budget for the Public Library.

SERVICE FROM A SECOND, LARGE BOOKMOBILE AS A SUBSTITUTE FOR BRANCH LIBRARY SERVICE

Many areas of Owensboro are growing at a fast rate, and many find it inconvenient or impossible to use the library.

It is therefore recommended that a plan for extension of library services be submitted to the state, with a request for a second, much larger bookmobile, to be used in outlying or impacted areas.

Such a bookmobile would cost $35,000 and would hold 6,000 books. It could serve as a substitute for several branches. It could be used in shopping centers and in fringe areas of the city. The initial collection of books would cost $18,000. One collection should be requested from the state, with the city and county providing a similar amount for a second collection of different titles.

There should be two persons on the bookmobile at all times (one sub-professional or professional librarian and one driver-clerk). The bookmobile should give service 6 days a week, particularly in the afternoons and at night.

SUPPORT

American Library Association standards call for $3.50 per capita annually for adequate Public Library service. With a population of over 70,000 persons in Daviess County, the minimum required for local support for a good program would be approximately $245,000 annually. This amount comprises a goal which at present is not realistic nor possible.

The immediate goal should therefore be at least $1 per capita annually for local support or less than one third of the national standards. The total would be $70,588 as compared to the 1963-1964 local income of $43,462.

Plans should include increasing this support within 5 years to $1.50 per capita at a rate of 10 cents per capita each year.

The increased local support would allow for sound growth of the main Library, extended service to outlying suburban areas and better Bookmobile service to rural areas as well.

IMMEDIATE HOUSEKEEPING PROBLEMS OF THE LIBRARY

The Library is housed in an old building which is used and perhaps abused constantly. There is an acute need for a full time janitor who is young, strong and energetic. The present janitor is too old, is not sufficiently strong to lift heavy objects, lacks sufficient physical vigor to keep the building clean, and is not hired as a full time worker.

The janitor's duties should be planned and carefully designated so that careful cleaning of each room could be accomplished at a specially designated time. His salary should be sufficient to stimulate him to take pride in his work.

Examples:

1. Floors should be carefully mopped, rinsed, and waxed regularly.
2. Windows should be washed once every two months.
3. Books should be carefully cleaned with a vacuum cleaner at least once every two months.

Probably the janitor should work on Sundays, when no one is on duty. He would therefore not interfere with the staff or with the public. Floors in particular need to be cleaned when no one is in the building. One person on the Library staff should be designated as the immediate supervisor of the janitor, to check to see if cleaning is done regularly and well.

To get the present building sufficiently cleaned immediately, it is recommended that a house cleaning company, if one is available, be hired to go over the building once. Then a full time worker could be trained to keep it clean.

STAFF CLASSIFICATION AND PAY PLAN

Librarian I: Children's Librarian
Adult and Young People's Librarian

Graduation from college, with at least 24 hours of Library Science. No library experience required.

Beginning Salary	Step 1	Step 2	Step 3	Step 4	Step 5
$5,040	$5,292	$5,557	$5,834	$6,126	$6,500

Librarian II: Assistant Librarian

Graduation from a Library School accredited by the American Library Association or a Regional Association.

No experience required.

Takes full charge in the absence of the Library Director.

Beginning Salary	Step 1	Step 2	Step 3	Step 4	Step 5
$5,834	$6,125	$6,432	$6,753	$7,091	$7,400

Librarian III: Library Director

Graduation from a Library School accredited by the American Library Association or a Regional Association. One year of experience required.

Assumes full charge of the Library and administers policies of Library Board.

Beginning Salary	Step 1	Step 2	Step 3	Step 4	Step 5
$6,728	$7,068	$7,418	$7,789	$8,178	$8,500

Sub-professional Assistant:

Graduation from an accredited college, with gradual completion of Workshops or courses in related library science subjects.

Beginning Salary (Monthly)	Step 1	Step 2	Step 3	Step 4	Step 5
$340	$358	$376	$395	$415	$436

Assistant: Two years of study in an accredited college.

Beginning Salary	Step 1	Step 2	Step 3	Step 4	Step 5
$293	$308	$324	$340	$358	$376

Staff Classification and Pay Plan (Cont'd)

Secretary to the Director:

High school education with at least one year of training in commercial subjects, including typing and shorthand.

Beginning Salary	Step 1	Step 2	Step 3	Step 4	Step 5
$266	$279	$293	$308	$324	$340

Clerical Assistants (Part-Time):

Graduation from high school.

Beginning Salary	Step 1	Step 2	Step 3	Step 4	Step 5
$1.25 @ hour	$1.30	$1.35	$1.40		

REGIONAL HELP

Book Selection:

Regional Librarian to aid the Library Director in coordinating local book purchases with regional library selections.

Regional Librarian to help select subject and reference material needed.

Reference Services:

All information and reference requests which cannot be answered or provided locally to be given to Regional Librarian, who will search further for such material.

Cataloguing:

Regional Library staff to assume responsibility for cataloguing subject material.

Public Relations:

Regional Library staff to help explain the services provided and the services still needed.

HOURS OPEN

The Library is open 68 hours a week, which is excellent. At least one professional librarian should be available for help to the adult public at all times during these hours, however.

Therefore an immediate need is for the addition of one professional librarian.

It is impossible for clerical assistants to give adequate readers' advisory service, and answers to requests for specialized information. The Children's Librarian needs to be on duty at all times in the Children's Room and can not give this additional service.

There should always be at least three people on duty at all times - one in the Children's Room and two in the Main Library.

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OWENSBORO STUDY
(Interviews with business men)

1. What kind of help do you want for your business

( ) Specialized magazines:

( ) Technical information:

( ) Scientific information:

( ) Information for workers:

( ) A special business, scientific and technological branch or department of the library:

2. What kind of service do you want as an individual -- for yourself and your family

( ) local Bookmobile service

( ) more fiction (what kind?)

( ) serious current fiction

( ) classics in new editions

( ) light fiction

( ) mysteries

( ) westerns

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OWENSBORO STUDY
(Interviews with Housewives)

What kind of material do you want?

( ) more light fiction
( ) more serious fiction
( ) more subject material
What subjects?
( ) more magazines
What subjects?

Would you like to have a much better library in a much better building?

( ) for yourself?
( ) for your husband?
( ) for your children?

Where would you like to have the library located?

( ) downtown on Frederica Street
( ) further out on Frederica Street

What do you like or not like about the library?
Comments:

What do you still want from the library?

( ) do you want some expert guidance in reading?
( ) do you want someone to help you search for specific information?

Do you want Bookmobile service?

Would you like to have a much larger Bookmobile visit your neighborhood?

OWENSBORO STUDY
(Interviews with Teachers)

Do you want any of the following:

( ) More Bookmobile service, including:

( ) more books on the following subjects:

( ) longer stops
( ) more frequent stops
( ) guidance in selecting materials by a trained librarian?

( ) The Public Library to serve as an educational center?
If so, what materials are you particularly interested in?

( ) more current fiction
( ) more current magazines
( ) more current non fiction
( ) more subject material in general
( ) more duplication of titles
What titles?

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THE CARD CATALOGUE

In the Owensboro Library the catalogue cards are filed according to American Library Association Cataloguing Rules. These rules are involved, and require interpretation by a trained librarian or by someone who is familiar with such rules. Such arrangement is satisfactory in a large library where trained librarians are on duty at all times to "look up" subject requests made by borrowers.

The modern trend in libraries other than very large ones is toward a simple alphabetical (dictionary) arrangement, making it possible for many borrowers to use the catalogue intelligently. There will always be some borrowers, however, who will need help. Therefore it is hoped that the Owensboro Library will try to hire in the future sufficient trained personnel to interpret the catalogue to borrowers at all times. A knowledge of possible subjects under which a person may search for material is always necessary. The general public does not understand this problem.

To make searching for subject material easier, however, (especially during busy hours when one trained librarian cannot answer several inquiries at once) it is recommended that the catalogue be refiled in straight alphabetical order. The Regional Librarians would be glad to help in such a project.

Use of all available subject indexes to specialized material is also important. Few untrained workers know how to use these indexes, which have the advantage of analyzing magazine articles and also books by separate chapters. Such subject headings are called "analytics". They are extremely important in the search for all available material on a specific subject.

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PUBLIC RELATIONS

Good public relations is a "must" in any library. Involved is work with groups, clubs, organizations and individuals in the community, constant interpretation of the progam by newspaper, radio and television media, and planning of programs in the library. The Owensboro Public Library has already accomplished much in this line.

Equally important is the need for good public relations in the library itself. Public relations in the library involves the following:

1) Making everyone welcome, including dirty young children, crotchety characters, the overly energetic, even "smart-alecky" young person, the very ignorant person who does not know how to ask for what he wants, the very old person who may be partly deaf and also overly talkative, the average citizen, the very rural person, the braggard, the highly educated, who may or may not be condescending and the very demanding person. (Unruly children and young people can be corrected in a firm, but kindly manner, with explanations of the need for considering others.)

Ways to make all citizens (and children are citizens welcome are:

a) A cordial greeting when each person arrives, with a question, "What may we do for you?"

b) A bright, willing look on the face of staff members at the desk and "on the floor".

c) Patience and great self control on the part of each staff member. If a borrower loses his temper because of something he does not like, the staff members must at all times control their tempers, and must offer impersonal and polite explanations. Usually there is an explanation for everything not to the liking of a patron.

d) Even if a staff member knows the library has nothing which can help a patron, he should make a minimum search, to show a patron he is trying.

e) A knowledge on the part of every staff member that additional material may be borrowed from the Department of Libraries, or may possibly be borrowed on inter-library loan from the Henderson Public Library, or other larger libraries. A willingness to try to get the material elsewhere.

f) The exercise of patience, skill and diplomacy on the part of staff members in trying to discover from the patron what he really wants (often a patron will ask for material on sociology when he actually wants information, for instance, on how to deal with a delinquent child. Based on my personal experience in waiting on patrons, I can assure you that I am not exaggerating. Sometimes patrons are reluctant to tell a librarian what they really want, such as a book on marital problems.)

g) A willingness to show a new borrower or visitor around, explaining what is available and what can be obtained elsewhere.

H) An understanding that sometimes rules may be broken in favor of the borrower, if the need is a legitmate one.

i) A standard method od answering the telephone, which might be, "Good Morning and/or Good Afternoon, this is your Public Library" (with a pleasant lilt to the the staff member's voice).

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An even better approach is to add, "Miss Brown speaking." The voice should reflect anticipation to service. Surprisingly enough, such an approach is not difficult. A voice should not drop at the end of a sentence. Such a drop indicates indifference.

If the time is within five minutes of closing time, some attempt should be made to find an answer to a telephone request.

If the library is closing within one or two minutes, the patron's name and telephone number should be requested. The request should be noted, and answered the following day; the patron should be called as soon as possible, with an answer. If material cannot be found, the staff member should explain that material will be requested from the __________ Library, and that the patron will be called when such material arrives.

J. Staff Members should be willing at all times to search for "back numbers" of magazines -- for students who are writing themes. It may be advantageous for a staff member to take a patron with him when searching for such references to magazines. The patron will then see for himself how much trouble the staff member is taking for him.

Later, microfilm copies of magazine articles may be copied for students and others, but there are as yet no microfilm copies to be had for some magazines. Staff members will have to search for back numbers of some magazines even after microfilm copies are provided.

Additional suggestions:

It is suggested that every Board Member read the pamphlet enclosed, "Patrons Are People." Later, staff members need to read this pamphlet also. Though old, the message is still timely This pamphlet is being loaned to you for 30 days. We do not have another copy.

Library work involves lots of work and trouble on the part of every staff member. If a worker is not willing to do all the work necessary and take this trouble,,he does not belong in the library. This need should be explained to every new staff member by the Librarian in charge. The bookmobile driver is also one who needs to follow basic principles of courtesy and help and therefore of good public relations.

If the staff is not large enough to give this good service, the problem becomes one for the Library Board, which needs to try to find a way to increase the number and quality of staff members.

Reading guidance and search for materials is often impossible on the part of high school students or graduates. For instance, such staff members may not be equipped to find answers to such questions as, "The commercial and medical use of lasers and masers," or "the genetic and engenic implications of experiments with fruit flies," or "the effect of English writers of the nineteenth century on American writers of the same period," and thousands of other questions which will arise each month in an active public library.

Once a pattern is set in a library of treating all borrowers with the same consideration and skill they receive in a highly competitive business, the library can be said to have good public relations in the library proper.

UNION CATALOG

A hoped for possibility for the future would be a Union Catalog of holdings of Brescia College, Kentucky Wesleyan College and the Public Library -- to be situated at the Public Library.

Plans for the future should include a request for funds from the local government or from the state to make such a project possible. Necessary costs would involve duplication of records of present holdings, with an annual grant to cover the salary of one file clerk and the cost of materials (catalog cards) -- to keep the Union Catalog up-to-date.

When books are found in either college, patrons could be referred to the college. If such use were found to be at all extensive, a state grant should be requested to reimburse each college for the use of specialized materials by the general public.

Another "fond" hope for the future would be for the library to have a copy of the holdings of the Department of Libraries. Then the Library would become a true information referral center.

1969

OWENSBORO-DAVIESS COUNTY PUBLIC LIBRARY
OWENSBORO, KENTUCKY 42301

BOARD OFFICERS
ELLEN HART SMITH
CHAIRMAN
HAROLD J. SCHUPBACH
TREASURER
MRS. SPALDING WATHEN
SECRETARY

ALICE GENE LEWIS, LIBRARIAN

BY-LAWS

I. NAME

The library shall be known as the Owensboro-Daviess County Public Library and the trustees thereof shall be designated as the Board of Trustees of the Owensboro-Daviess County Public Library.

II. PURPOSE

The purpose of the library shall be to provide, through its institutional facilities, the following programs for all the residents of Owensboro and Daviess County

A. Informal self education for all.

B. The supplementation and enrichment of individuals and institutions engaged in formal education.

C. The provision of informative services to all.

D. The support and encouragement of educational, civic and cultural activities of groups and organizations.

E. The provision of wholesome recreation and the encouragement of wholesome use of leisure time.

These purposes and programs shall be performed through the logical organization of materials for convenient use through shelf arrangement classification and cataloging. Insofar as possible, materials shall be available for lending so that they may be used to the maximum convenience and advantage of all. The library shall actively publicize and encourage its availability as an information source and seek to continually expand its facilities to locate and make available factual information. It shall provide guidance and assistance to individuals, civic and cultural and educational organizations in the optimum use of its educational and recreational resources. It shall foster and stimulate its use and enjoyment by all segments of the community by whatever means are appropriate and including the use of publicity, display, reading lists, story hours, book talks and book and film discussion.

III. ADMINISTRATION

The Board of Trustees shall administer the function of the library pursuant to K.R.S. 173.340 and shall be responsible for the overall administration and development of the afore mentioned purposes and programs. It shall be entrusted with the responsibility to develop fiscal programs to insure enactment of these programs and be accountable to the agencies specified by statute.

IV. ORGANIZATION OF BOARD OF TRUSTEES

The Board shall consist of five members appointed pursuant to K.R.S. 173.340 and from their numbers shall elect the following officers: chairman, vice-chairman, secretary and treasurer to be elected at the annual meeting of the Board to serve for a period of one year or if a vacancy of an elective office occurs for whatever reason, election of a member to fill the unexpired term of office shall be accomplished at the next regular meeting of the Board. Requirements for election to office shall be a simple majority vote, a quorum being present.

V. DUTIES OF OFFICERS

The Chairman shall preside at meetings of the Board, serve as its spokesman to the Library Staff and community and perform whatever duties may be necessary to coordinate, express and enact the policies and purposes of the Board.

The Vice-Chairman shall assist the Chairman in whatever way necessary, and assume the function of the Chairman in case of unavailability of the Chairman and succeed him if the Chairman is unable to complete his term of office for any reason.

The Secretary shall cause to be recorded the minutes of the Board, and to preserve and maintain custody of all necessary correspondence and documents relative to the Board affairs.

The Treasurer on behalf of the Board shall have custody of all money, securities and obligations belonging to the library. He shall keep an accurate account of all receipts and payments and present such accounts at annual and monthly meetings of the Board. He shall cause to be prepared an annual budget and submit same to the appropriate government agencies containing in detail an estimate of the money necessary for the library for the ensuing year, allot funds for the necessary purchases of library materials, salaries and supplies and do all other acts necessary for the orderly and efficient management and control of the library. He shall cause to be obtained an annual audit of library funds and expenditures by an independent certified accountant and submit the audit report to the appropriate governmental agencies.

VI. QUORUM

A simple majority of all the members of the board shall constitute a quorum.

VII. MEETINGS

The Board shall hold monthly meetings at a set time convenient to its members. The annual meeting shall be held in the month of July and may be combined with the regular monthly meeting. Special meetings may be called when necessary by the Chairman or by two or more members of the Board.

VIII. ORDER OF BUSINESS

The order of business shall be as follows:

Roll call

Reading of the minutes of previous meeting.

Financial report and approval of expenditures.

Correspondence and communications.

Report of committees.

Report of Librarian

Unfinished business

Adjournment

IX. COMMITTEES

The Chairman shall appoint such standing and special committees as are deemed necessary from time to time.

X. PARLIAMENTARY AUTHORITY

The rules contained in Robert's Rules of Order shall govern the Board of Trustees in all cases to which they are applicable and in which they are not inconsistent with these by-laws.

XI. AMENDMENT

These by-laws may be amended following the submission of the amendment in writing at the previous monthly meeting and shall require 3/5ths vote of the entire Board of Trustees for adoption.

APPENDIX B

KENTUCKY LIBRARY ASSOCIATION
PUBLIC LIBRARY SECTION
RECOMMENDED STANDARDS FOR PUBLIC LIBRARIES
REVISED SALARY SCHEDULE

MINIMUM QUALIFICATIONS
PROFESSIONAL

<table>
<tr><th></th><th>Beginning Salary</th><th>1st</th><th>2nd</th><th>3rd</th><th>4th</th></tr>
<tr><td>Librarian I</td><td>6,000</td><td>6,300</td><td>6,600</td><td>6,900</td><td>7,200</td></tr>
<tr><td></td><td colspan="5">Graduate of an accredited college, with at least 24 hours of Library Science from an accredited library school.</td></tr>
<tr><td>Librarian II</td><td>7,380</td><td>7,764</td><td>8,148</td><td>8,544</td><td>8,988</td></tr>
<tr><td></td><td colspan="5">Graduation from a graduate, accredited library school. No previous professional library experience required.</td></tr>
<tr><td>Librarian III</td><td>8,544</td><td>8,988</td><td>9,420</td><td>9,900</td><td>10,404</td></tr>
<tr><td></td><td colspan="5">Graduation from a graduate, accredited library school and at least two years of successful professional library experience.</td></tr>
<tr><td>Librarian IV</td><td>9,900</td><td>10,404</td><td>10,920</td><td>11,460</td><td>12,048</td></tr>
<tr><td></td><td colspan="5">Graduation from a graduate, accredited library school and at least four years of successful library experience with demonstrated competence in administration or in an area of specialization.</td></tr>
<tr><td>Librarian V</td><td>11,460</td><td>12,048</td><td>12,648</td><td>13,272</td><td>13,932</td></tr>
<tr><td></td><td colspan="5">Graduation from a graduate, accredited library school and at least six years of successful professional library experience with demonstrated competence in administration.</td></tr>
<tr><td>Librarian VI</td><td>13,272</td><td>13,932</td><td>14,628</td><td>15,372</td><td>16,140</td></tr>
<tr><td></td><td colspan="5">Graduation from a library school accredited by A.L.A. At least eight years of successful experience, four of which shall have been in administrative capacity, or in the area of specialization, with demonstrated competence in that position and/or one year's graduate study in the area of specialization.</td></tr>
<tr><td>Librarian VII</td><td>16,140</td><td>16,932</td><td>17,784</td><td>18,684</td><td>19,620</td></tr>
<tr><td></td><td colspan="5">Same as Librarian VI with allowances for additional successful experience and proven ability.</td></tr>
</table>

SUB-PROFESSIONAL

Sub-Prof. I	5,784	6,072	6,384	6,696	7,032
	Graduate of an accredited college including 18 semester hours in library science.				
Sub-Prof. II	6,384	6,696	7,032	7,380	7,764
	Graduate of an accredited college including 18 hours in library science, and at least two years of appropriate library experience plus additional training.				

GENERAL

General I	3,328 ($1.60 per hour)				
	High school graduate.				
General II	3,396	3,552	3,744	3,936	4,116
	High school with some business training.				
General III	3,936	4,116	4,332	4,536	4,764
	High school graduate with some college and/or business training and experience.				
General IV	4,536	4,764	5,016	5,268	5,508
	High school graduate with 2 years of college or specialized training in business.				
General V	5,268	5,508	5,784	6,072	6,384
	Same as General IV with allowances for additional education, successful experience and proven ability.				
General VI	6,072	6,384	6,696	7,032	7,380
	Same as General V with allowances for additional education, administrative experience and ability.				

If an employee is promoted to a position in a higher class, the promoted employee shall be increased to the step immediately above the salary step he received prior to his promotion.

For all grades, longevity increments for every 3 years' service beyond the maximum step.

N. B. Library schools accredited by the American Library Association are all graduate schools, requiring for admission prior graduation from an accredited four year college or university.

TYPES

Population Served	Director	Department Heads	Assistant Director
up to 10,000	SP-I or SP-II		
10,000-29,999	L-I		
30,000-60,000	L-II	L-I, PP-I, or PP-II	
60,000-80,000	L-III	L-I, L-II, or PP-II	
80,000-100,000	L-IV	L-II, or L-III	
100,000-200,000	L-V	L-II, or L-IV	
200,000-400,000	L-VI	L-IV, or L-V	L-IV
over 400,000	L-VII		L-V

Approved by Kentucky Library Association
Public Library Section
May 24, 1968

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June 9, 1969

TIME

Each full-time staff member works 40 hours per week. The library is open 69 hours. Each staff member must plan on a minimum of one night's work per week and one Saturday per month.

From time to time it may be necessary for one to work more than 40 hours per week. This time is given back at a time rate and is known as compensatory time or plus time. This time may be added to the vacation time. Overtime must be cleared with the supervisor before the work is accomplished. No more than 40 hours of overtime may be accumulated.

Attendance at authorized library meetings is counted as overtime if such attendance is on the employee's own time.

Compensatory time must be taken at the convenience of the library and authorization must be given.

SICK LEAVE

After the 3 months' probationary period, each full-time employee is allowed one sick day per month. If a sick day is taken during the first 3 months' employment, this time is deducted from the salary. Sick days may accumulate to 30 days. Sick days may be taken if there is illness in the immediate family.

VACATION TIME

Each full-time employee is entitled after one year of continuous service, to 5 working days vacation. At the end of two years, 10 working days. At the end of three years, 12 working days. Professional librarians receive 10 work days vacation at the end of one year's continuous service and 15 working days at the end of four year's service. One half of a year's vacation may be accumulated.

MATERNITY LEAVE

Up to seven months are granted for maternity leave without pay.

MILITARY SERVICE

Leave without pay is granted for Reserve unit or National Guard work.

June 9, 1969

HOSPITAL INSURANCE

The Library pays a single person premium of Blue Cross-Blue Shield.

COLLEGE TUITION

Upon recommendation by the Librarian and approval of the Board, a full time staff member who is a Junior in college may be granted a tuition scholarship for a library science class at Kentucky Wesleyan College. Time for class is also allowed.

Upon recommendation by the Librarian and approval of the Board, a full time staff member who is a Sophomore in college may be granted time to take a library science class.

BORROWED MATERIALS

Board Members and former board members do not pay fines but are expected to return material in a reasonable length of time.

RETIREMENT

At 65, a qualified staff member may retire with full benefits under the provisions of the County Employees Retirement System. If the employee does not wish to retire, his record will be reviewed annually thereafter and recommendation made by the Director to the Board.

At 70, retirement is compulsory.

VISITORS' BORROWING PRIVILEGES

A visitor under the age of 14 may be issued a child's card which the taxpayer the child is visiting must sign, taking responsibility. This card will expire at the end of a year but is renewable on application.

A temporary resident or visitor over 14 may be issued a courtesy card for the length of his stay. A limit of 5 books at each issue is suggested.

Out of county residents pay an annual fee of $ 5.00.

HOLIDAYS

The library is closed on the following days:

New Year's Day
Memorial Day
Fourth of July
Labor Day
Thanksgiving Day
Christmas Eve
Christmas Day
One-half of New Year's Eve

If a holiday falls on Sunday, Monday is observed.

Emergency leave with pay, upon approval of the Librarian, may be granted under exceptional circumstances. All days granted under emergency leave will be chargeable to sick leave.

Emergency leave without pay may be granted under exceptional circumstances.

SPECIAL TIME ALLOWANCES

Full time employees are allowed one hour to attend Good Friday services during working hours if the schedule is covered.

Necessary time with pay is allowed for jury duty.

PROFESSIONAL MEETINGS

If funds are available, as many staff members as possible will be sent to national, state and regional library meetings. This will be done on a rotating basis. Most full time employees will be expected to attend the State Library meeting every third year. Professional librarians are expected to attend the American Library Association every third year. Time will be given (if scheduling permits) for employees to attend professional meetings at their own expense.

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APPENDIX C

Registration File Survey

I. Purposes - The purpose of this sample of registrants is basically to learn the age, occupation, number of registrants and where they live. There are approximately 19,000 adult registrants, 10,000 juvenile registrants and 2,000 bookmobile registrants. The primary interests of this study are to find out about the adult and juvenile borrowers initially. A separate sample will look at bookmobile clientele.

II. Methodology - A sample of adult and juvenile cards will be taken from the main file in the first floor work room. The sample cards will be chosen by taking every 15th card from the registration file beginning with the 5th card. Six registration cards should be xeroxed together and the cards returned to the file.

After this sample has been drawn and xeroxed, the age of the registrant should be written on the top of the xeroxed card image in red. The age should be figured as of 1971. The date the card was issued should be written in blue next to the line marked "expires" unless the date typed on the card is the date of issue. This dating is necessary to find the age of the patron now and to determine when the user registered. If the age of the patron in 1971 would be 15 or over, then we will assume he received an adult card.

After the xerox card copies have been cut into separate cards, I need to have one or two staff members map the home addresses of the patron's selected on four separate maps of Owensboro according to the date of issuance of the cards. A red dot (done with a felt tip pen)should be used to denote the residences of all those registered before or during 1965. On the second map, mark in a similar manner all those who registered from 1966-1968 inclusive and on a third map, record the registrants from 1969-1970.

The map used should be the one issued by the Chamber of Commerce. The dots should be more than just a point. The size of the typewritten lower case letter "o" should suffice. Any address that is not in the city of Owensboro should be denoted with a red dot on back of the fourth map showing Daviess County. No distinction need be made for the year registered if the patron lives outside of Owensboro. This fourth map should only show the distribution of county library users.

The packet of xeroxed registration cards along with the 4 maps should be wrapped and sent to my office in Frankfort. I realize There is a great deal of work involved in mapping the addresses of the sample of registrants but I an relatively unfamiliar with the street names and totally unfamiliar with county locations. I will compile the rest of the data needed from the copies of the registration cards.

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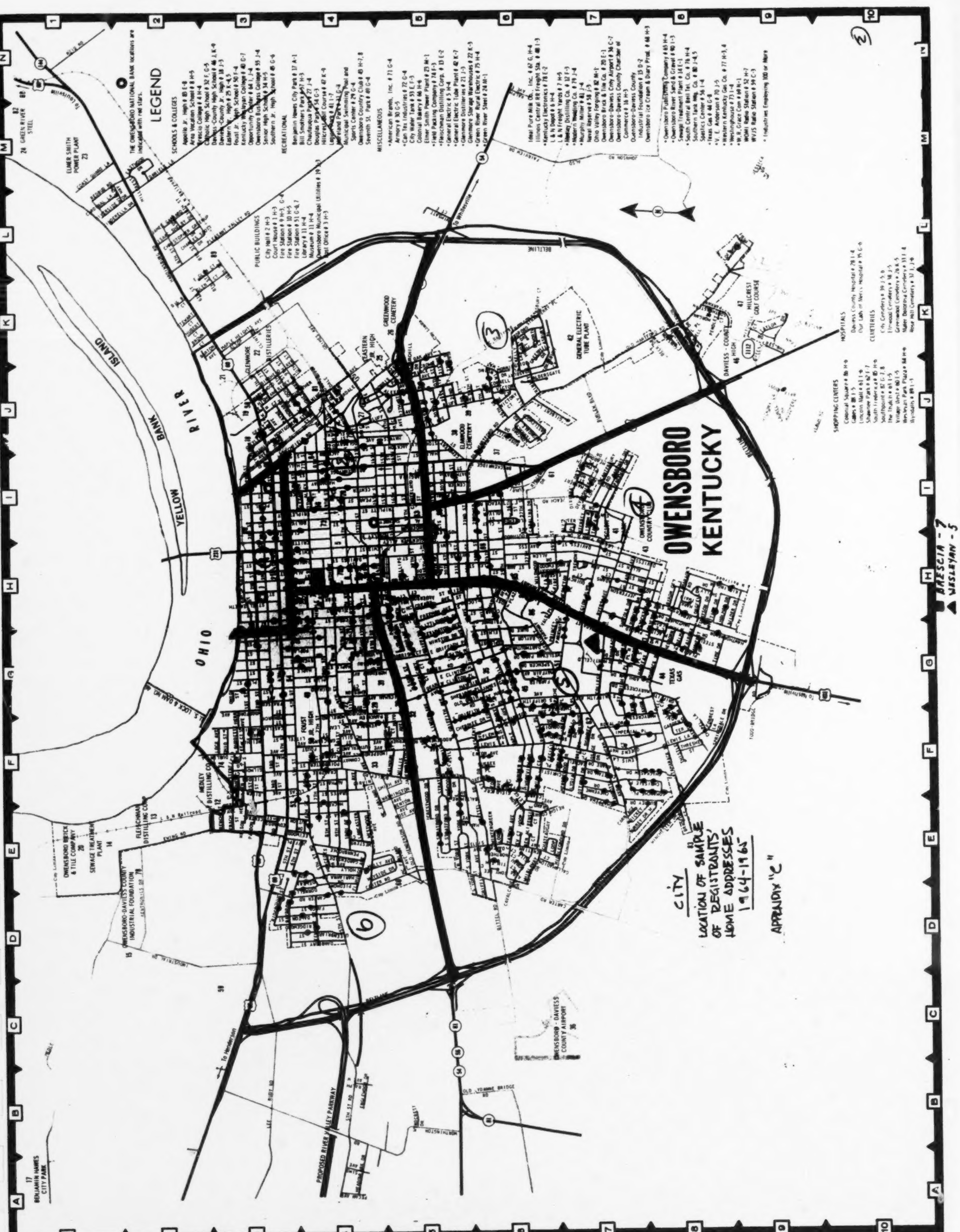
OWENSBORO
KENTUCKY
LEGEND
OHIO
YELLOW BANK RIVER
ISLAND
GREENWOOD CEMETERY
ELMWOOD CEMETERY
GENERAL ELECTRIC TUBE PLANT
HILLCREST GOLF COURSE
OWENSBORO COUNTRY CLUB
TEXAS GAS
EASTERN JR. HIGH
FOUST JR. HIGH
GLENMORE DISTILLERIES
MEDLEY DISTILLING CO.
FLEISCHMANN DISTILLING CORP.
OWENSBORO BRICK & TILE COMPANY
SEWAGE TREATMENT PLANT
OWENSBORO-DAVIESS COUNTY INDUSTRIAL FOUNDATION
OWENSBORO-DAVIESS COUNTY AIRPORT
PROPOSED RIVER VALLEY PARKWAY
BENJAMIN HAWES CITY PARK
ELMER SMITH POWER PLANT
GREEN RIVER STEEL
DAVIESS COUNTY HIGH
BELTLINE
To Whitesville
To Henderson
SCHOOLS & COLLEGES
PUBLIC BUILDINGS
RECREATIONAL
MISCELLANEOUS
SHOPPING CENTERS
HOSPITALS
CEMETERIES
A
B
C
D
E
F
G
H
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K
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⑥

CITY

LOCATION OF SAMPLE
OF REGISTRANTS'
HOME ADDRESSES
1964-1965

APPENDIX "C"

■ BRESCIA - 7
▲ WESLEYAN - 5

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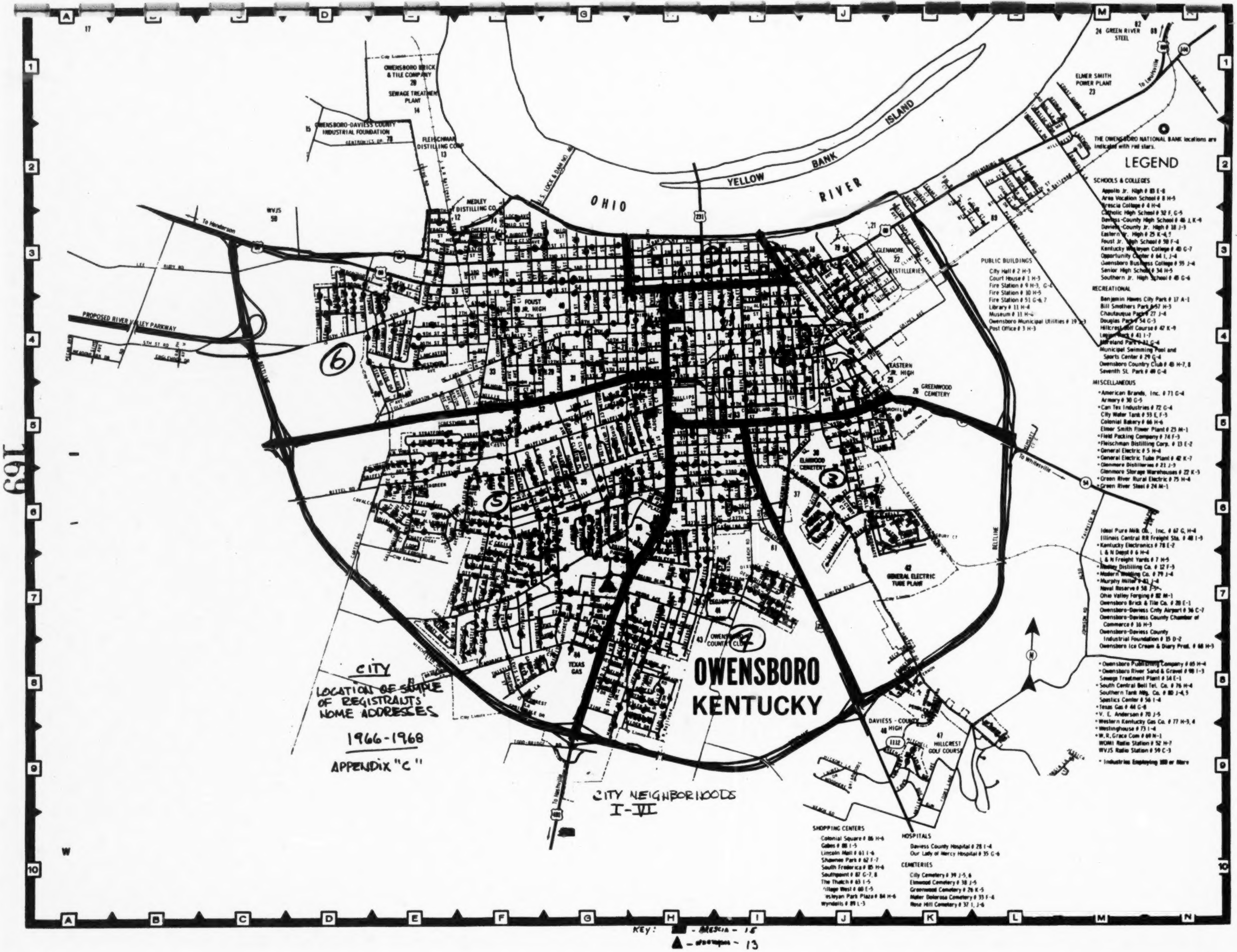
1966 — 1968


OWENSBORO
KENTUCKY
OHIO
YELLOW
BANK
RIVER
ISLAND
LEGEND
THE OWENSBORO NATIONAL BANK locations are indicated with red stars.
SCHOOLS & COLLEGES
Apollo Jr. High # 83 E-8
Area Vocation School # 8 H-5
Brescia College # 4 H-4
Catholic High School # 32 F, G-5
Daviess-County High School # 46 J, K-9
Daviess-County Jr. High # 18 J-3
Eastern Jr. High # 25 K-4, 5
Foust Jr. High School # 50 F-4
Kentucky Wesleyan College # 40 G-7
Opportunity Center # 64 I, J-4
Owensboro Business College # 55 J-4
Senior High School # 34 H-5
Southern Jr. High School # 45 G-6
RECREATIONAL
Benjamin Hawes City Park # 17 A-1
Bill Smothers Park # 57 H-3
Chautauqua Park # 27 J-4
Douglas Park # 54 G-3
Hillcrest Golf Course # 47 K-9
Legion Park # 41 I-7
Moreland Park # 31 G-4
Municipal Swimming Pool and Sports Center # 29 G-4
Owensboro Country Club # 43 H-7, 8
Seventh St. Park # 49 G-4
PUBLIC BUILDINGS
City Hall # 2 H-3
Court House # 1 H-3
Fire Station # 9 H-3, G-6
Fire Station # 10 H-5
Fire Station # 51 G-6, 7
Library # 11 H-4
Museum # 11 H-4
Owensboro Municipal Utilities # 19 J-3
Post Office # 3 H-3
MISCELLANEOUS
•American Brands, Inc. # 71 G-4
Armory # 30 G-5
•Can Tex Industries # 72 G-4
City Water Tank # 53 E, F-3
Colonial Bakery # 66 H-6
Elmer Smith Power Plant # 23 M-1
•Field Packing Company # 74 F-3
•Fleischman Distilling Corp. # 13 E-2
•General Electric # 5 H-4
•General Electric Tube Plant # 42 K-7
•Glenmore Distilleries # 21 J-3
Glenmore Storage Warehouses # 22 K-3
•Green River Rural Electric # 75 H-4
•Green River Steel # 24 M-1
Ideal Pure Milk Co., Inc. # 67 G, H-4
Illinois Central RR Freight Sta. # 48 I-3
•Kentucky Electronics # 78 E-2
L & N Depot # 6 H-4
L & N Freight Yards # 7 H-5
•Medley Distilling Co. # 12 F-3
•Modern Welding Co. # 79 J-4
•Murphy Miller # 81 J-4
Naval Reserve # 58 J-5
Ohio Valley Forging # 82 M-1
Owensboro Brick & Tile Co. # 20 E-1
Owensboro-Daviess Cnty Airport # 36 C-7
Owensboro-Daviess County Chamber of Commerce # 16 H-3
Owensboro-Daviess County Industrial Foundation # 15 D-2
Owensboro Ice Cream & Diary Prod. # 68 H-3
•Owensboro Publishing Company # 65 H-4
•Owensboro River Sand & Gravel # 90 I-3
Sewage Treatment Plant # 14 E-1
•South Central Bell Tel. Co. # 76 H-4
Southern Tank Mfg. Co. # 80 J-4, 5
Spastics Center # 56 I-4
•Texas Gas # 44 G-8
•V. E. Anderson # 70 J-5
•Western Kentucky Gas Co. # 77 H-3, 4
•Westinghouse # 73 I-4
•W. R. Grace Com # 69 N-1
WOMI Radio Station # 52 H-7
WVJS Radio Station # 59 C-3
• Industries Employing 100 or More
SHOPPING CENTERS
Colonial Square # 86 H-6
Gabes # 88 I-5
Lincoln Mall # 61 I-6
Shawnee Park # 62 F-7
South Frederica # 85 H-6
Southpoint # 87 G-7, 8
The Thatch # 63 I-5
Village West # 60 E-5
Wesleyan Park Plaza # 84 H-6
Wyndalls # 89 L-3
HOSPITALS
Daviess County Hospital # 28 I-4
Our Lady of Mercy Hospital # 35 G-6
CEMETERIES
City Cemetery # 39 J-5, 6
Elmwood Cemetery # 38 J-5
Greenwood Cemetery # 26 K-5
Mater Dolorosa Cemetery # 33 F-6
Rose Hill Cemetery # 37 I, J-6
24 GREEN RIVER STEEL
ELMER SMITH POWER PLANT 23
OWENSBORO BRICK & TILE COMPANY 20
SEWAGE TREATMENT PLANT 14
OWENSBORO-DAVIESS COUNTY INDUSTRIAL FOUNDATION 15
FLEISCHMAN DISTILLING CORP 13
MEDLEY DISTILLING CO. 12
WVJS 59
GLENMORE 22 DISTILLERIES
FOUST JR. HIGH
EASTERN JR. HIGH 25
GREENWOOD CEMETERY 26
ELMWOOD CEMETERY 38
42 GENERAL ELECTRIC TUBE PLANT
43 OWENSBORO COUNTRY CLUB
44 TEXAS GAS
DAVIESS - COUNTY HIGH 46
47 HILLCREST GOLF COURSE
PROPOSED RIVER VALLEY PARKWAY
To Henderson
To Whitesville
To Hartford
To Louisville
To Nashville
BELTLINE
N
W
A
B
C
D
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F
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3

CITY

LOCATION OF SAMPLE OF REGISTRANTS HOME ADDRESSES

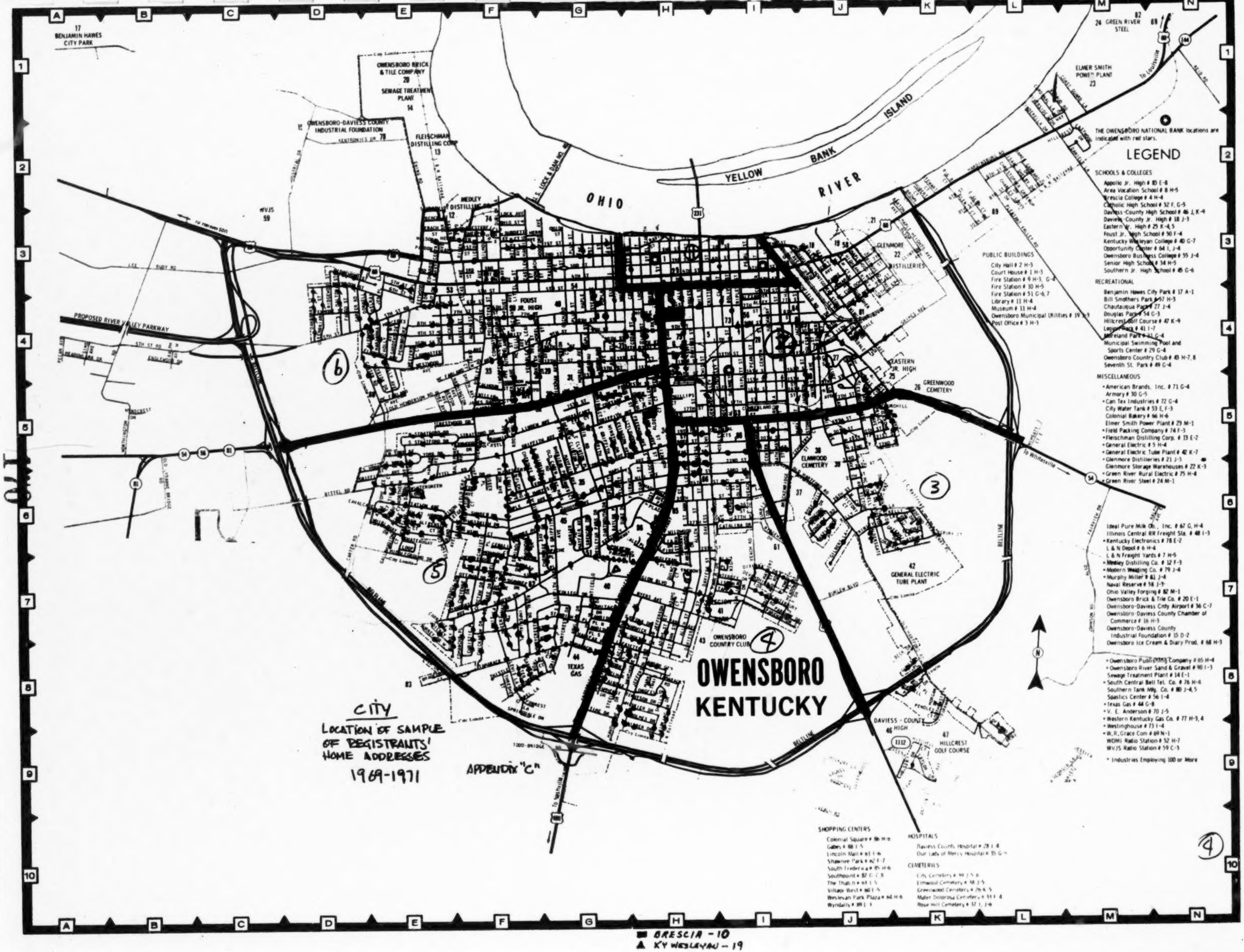
1966-1968

APPENDIX "C"

CITY NEIGHBORHOODS I-VI

KEY: ■ - BRESCIA - 15
▲ - [illegible] - 13

1969 - 1971


OWENSBORO
KENTUCKY
OHIO
RIVER
YELLOW BANK ISLAND
17 BENJAMIN HAWES CITY PARK
ELMER SMITH POWER PLANT 23
24 GREEN RIVER STEEL
OWENSBORO BRICK & TILE COMPANY 20
SEWAGE TREATMENT PLANT 14
OWENSBORO-DAVIESS COUNTY INDUSTRIAL FOUNDATION
FLEISCHMAN DISTILLING CORP 13
MEDLEY DISTILLING CO 12
PROPOSED RIVER VALLEY PARKWAY
FOUST JR. HIGH
GLENMORE 22 DISTILLERIES
EASTERN JR. HIGH
GREENWOOD CEMETERY
ELMWOOD CEMETERY
GENERAL ELECTRIC TUBE PLANT
OWENSBORO COUNTRY CLUB
TEXAS GAS
DAVIESS - COUNTY HIGH
HILLCREST GOLF COURSE
BELTLINE
To Whitesville
N
THE OWENSBORO NATIONAL BANK locations are indicated with red stars.
LEGEND
SCHOOLS & COLLEGES
Appollo Jr. High # 83 E-8
Area Vocation School # 8 H-5
Brescia College # 4 H-4
Catholic High School # 32 F, G-5
Daviess-County High School # 46 J, K-9
Daviess-County Jr. High # 18 J-3
Eastern Jr. High # 25 K-4, 5
Foust Jr. High School # 50 F-4
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Fire Station # 9 H-3, G-4
Fire Station # 10 H-5
Fire Station # 51 G-6, 7
Library # 11 H-4
Museum # 11 H-4
Owensboro Municipal Utilities # 19 J-3
Post Office # 3 H-3
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Armory # 30 G-5
• Can Tex Industries # 72 G-4
City Water Tank # 53 E, F-3
Colonial Bakery # 66 H-6
Elmer Smith Power Plant # 29 M-1
• Field Packing Company # 74 F-3
• Fleischman Distilling Corp. # 13 E-2
• General Electric # 5 H-4
• General Electric Tube Plant # 42 K-7
• Glenmore Distilleries # 21 J-3
Glenmore Storage Warehouses # 22 K-3
• Green River Rural Electric # 75 H-4
• Green River Steel # 24 M-1
Ideal Pure Milk Co., Inc. # 67 G, H-4
Illinois Central RR Freight Sta. # 48 I-3
• Kentucky Electronics # 78 E-2
L & N Depot # 6 H-4
L & N Freight Yards # 7 H-5
• Medley Distilling Co. # 12 F-3
• Modern Welding Co. # 79 J-4
• Murphy Miller # 81 J-4
Naval Reserve # 58 J-3
Ohio Valley Forging # 82 M-1
Owensboro Brick & Tile Co. # 20 E-1
Owensboro-Daviess Cnty Airport # 36 C-7
Owensboro-Daviess County Chamber of Commerce # 16 H-3
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• Owensboro River Sand & Gravel # 90 I-3
Sewage Treatment Plant # 14 E-1
• South Central Bell Tel. Co. # 76 H-4
Southern Tank Mfg. Co. # 80 J-4, 5
Spastics Center # 56 I-4
• Texas Gas # 44 G-8
• V. E. Anderson # 70 J-5
• Western Kentucky Gas Co. # 77 H-3, 4
• Westinghouse # 73 I-4
• W. R. Grace Com # 69 N-1
WOMI Radio Station # 52 H-7
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• Industries Employing 100 or More
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Colonial Square # 86 H-8
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Lincoln Mall # 63 I-6
Shawnee Park # 62 F-7
South Frederica # 85 H-6
Southpoint # 87 G-7, 8
The Thatch # 84 I-5
Village West # 60 E-5
Wesleyan Park Plaza # 64 H-8
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Daviess County Hospital # 28 I-4
Our Lady of Mercy Hospital # 35 G-5
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City Cemetery # 90 J-5, 6
Elmwood Cemetery # 38 J-5
Greenwood Cemetery # 26 K-5
Mater Dolorosa Cemetery # 33 F-4
Rose Hill Cemetery # 37 I, J-6
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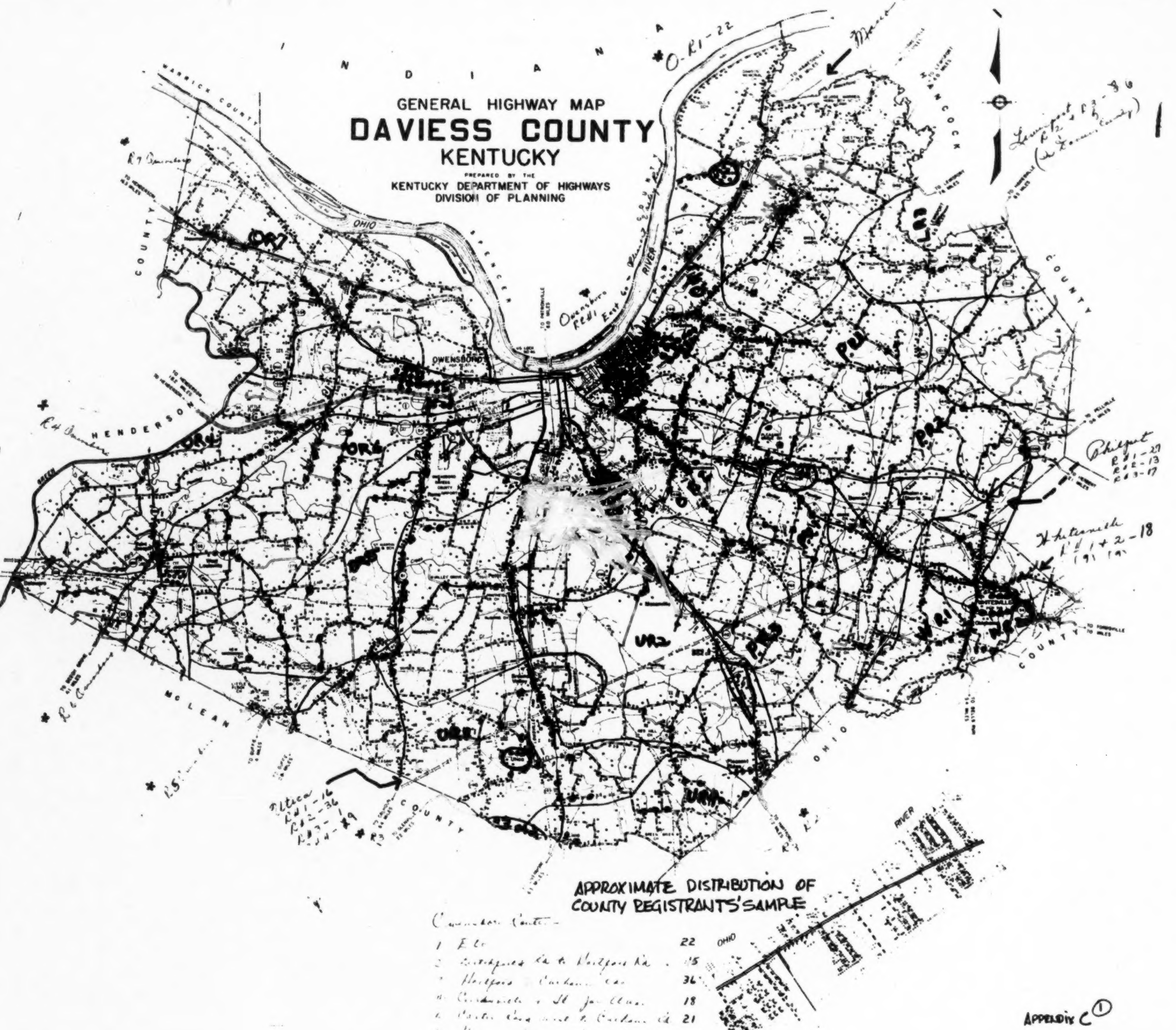
CITY
LOCATION OF SAMPLE OF REGISTRANTS' HOME ADDRESSES
1969-1971

APPENDIX "C"

④

■ BRESCIA - 10
▲ KY WESLEYAN - 19


GENERAL HIGHWAY MAP
DAVIESS COUNTY
KENTUCKY
PREPARED BY THE
KENTUCKY DEPARTMENT OF HIGHWAYS
DIVISION OF PLANNING

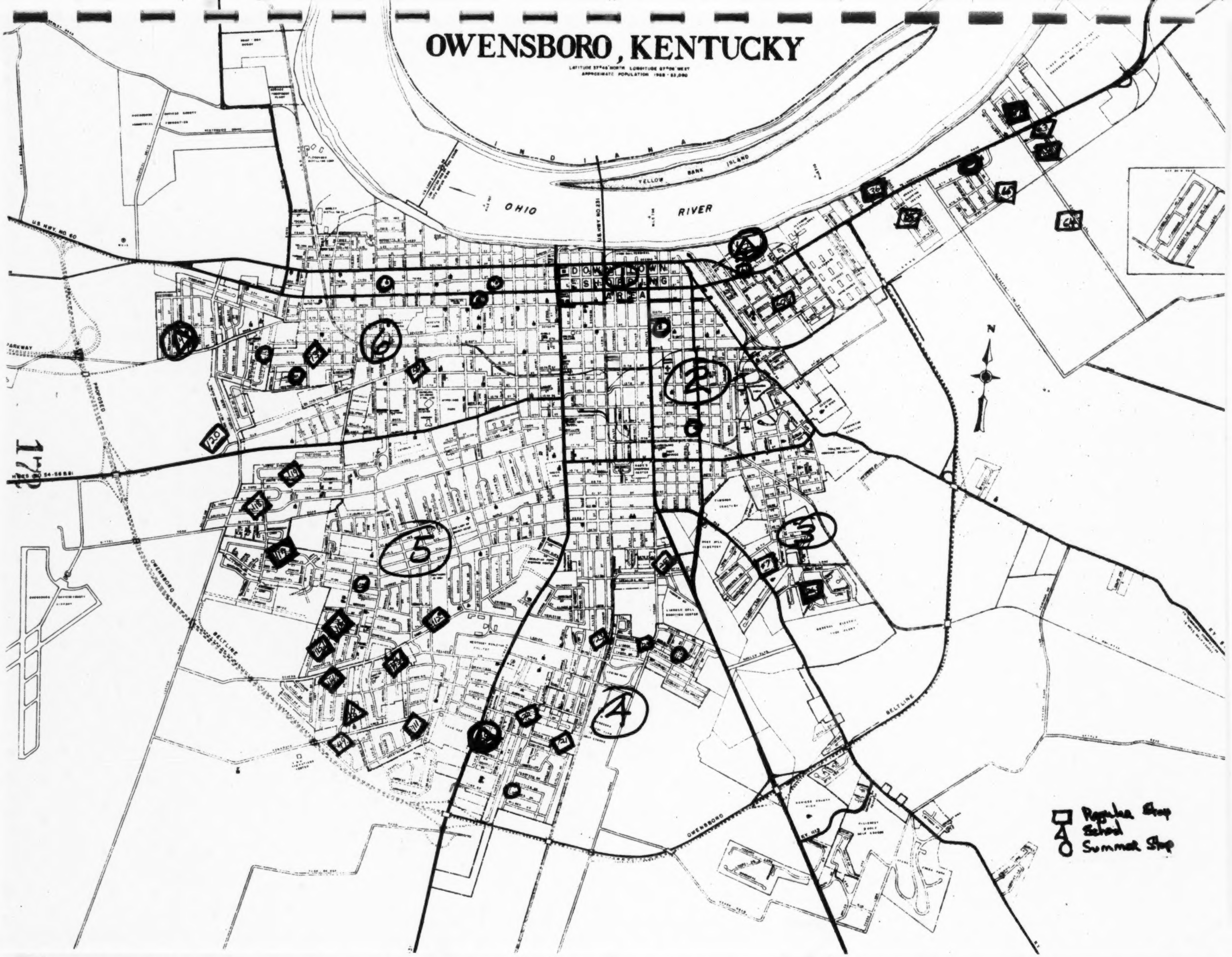
INDIANA
OHIO RIVER
SPENCER COUNTY
WARRICK COUNTY
HANCOCK COUNTY
OHIO COUNTY
McLEAN COUNTY
HENDERSON COUNTY
OWENSBORO
O-R1-22
Maceo
Lewisport R2-3-86 (in Hancock County)
Owensboro R1 East Co.
Philpot
R1-27
R2-13
R3-17
Whitesville R1+2-18
Utica
R1-16
R2-36
R3-19
R4-29
R3
R2
R7 Owensboro
R4 Owensboro
R6 Owensboro
R5
OR1
OR2
OR3
OR4
OR5
OR6
OR7
PR1
PR2
PR3
UR1
UR2
UR3
LR3
WR1

APPROXIMATE DISTRIBUTION OF
COUNTY REGISTRANTS' SAMPLE

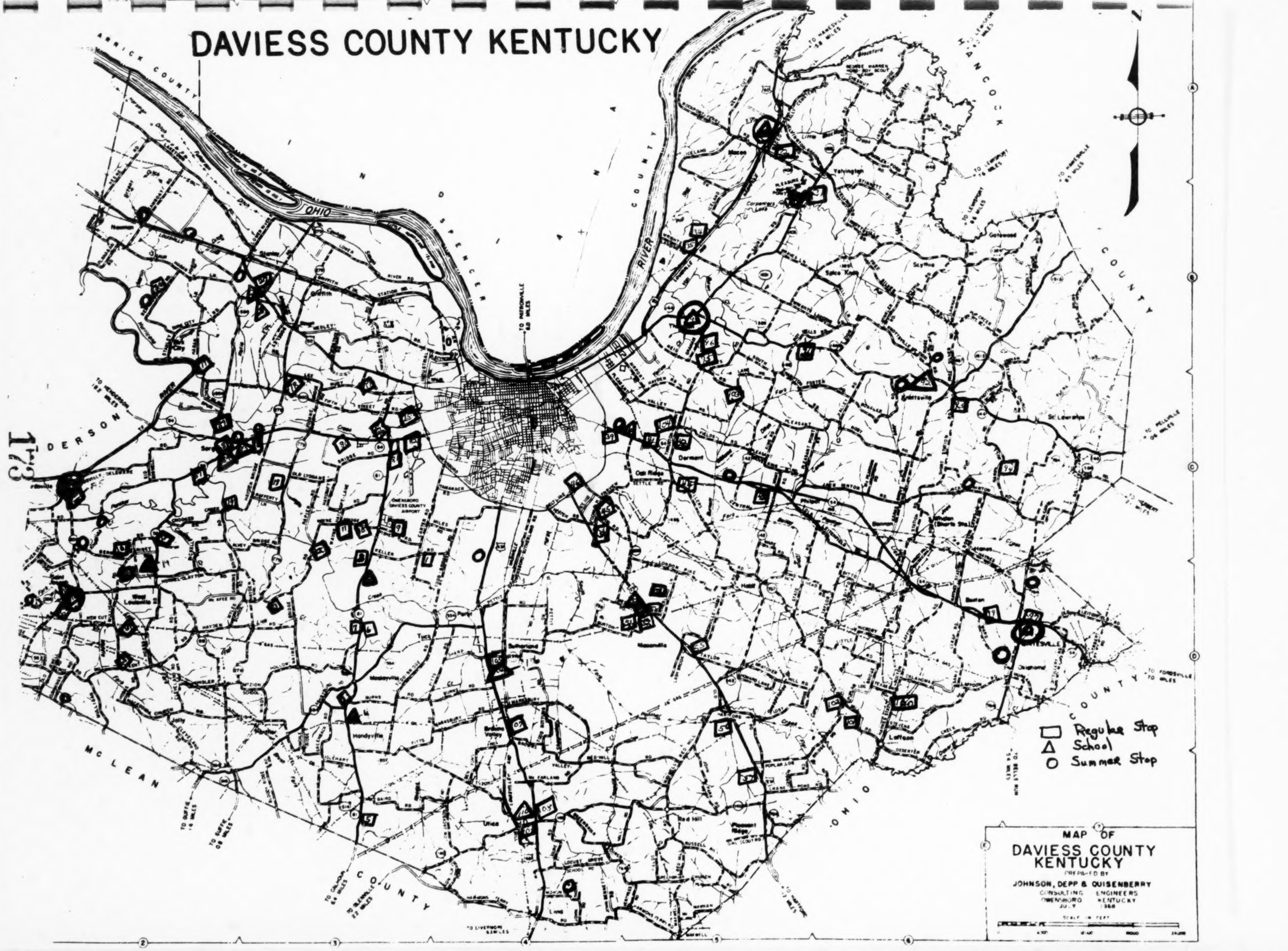
[illegible]
1 E [illegible] 22
2 [illegible] Rd to Hartford Rd 15
3 Hartford [illegible] Rd 36
4 [illegible] & St [illegible] 18
5 [illegible] Rd 21
6 [illegible] Rd to McLean Co. line 28
7 [illegible], Buck [illegible], Road, [illegible] 22

APPENDIX C①

COUNTY REGISTRANTS


OWENSBORO, KENTUCKY
LATITUDE 37°46' NORTH LONGITUDE 87°06' WEST
APPROXIMATE POPULATION 1968 · 53,000
INDIANA
YELLOW BANK ISLAND
OHIO RIVER
DOWNTOWN SHOPPING AREA
US HWY NO 60
US HWY NO 231
PARKWAY
PROPOSED
BELTLINE
OWENSBORO
N
2
3
4
5
6
☐ Regular Shop
△ School
○ Summer Shop

DAVIESS COUNTY KENTUCKY



N
OHIO
RIVER
WARRICK COUNTY
SPENCER
INDIANA
HANCOCK
COUNTY
OHIO
COUNTY
McLEAN
COUNTY
HENDERSON
TO PATESVILLE 6.0 MILES
TO FORDSVILLE
TO HENDERSON 18.2 MILES
TO LIVERMORE 6.3 MILES
TO CALHOUN 6.4 MILES
TO BELLS RUN 5.4 MILES
Maceo
Yelvington
Spice Knob
Grahamville
Philpot
Dermont
Oak Ridge
Whitesville
Utica
Sutherland
Masonville
Knottsville
Habit
Curdsville
West Louisville
Thruston
Hanson
Red Hill
Pleasant Ridge
Saint Lawrence
Owensboro Daviess County Airport
Regular Stop
School
Summer Stop
MAP OF
DAVIESS COUNTY
KENTUCKY
PREPARED BY
JOHNSON, DEPP & QUISENBERRY
CONSULTING ENGINEERS
OWENSBORO KENTUCKY
JULY 1968
SCALE IN FEET

APPENDIX D

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DUTIES AND RESPONSIBILITIES
AUDIO-VISUAL DEPARTMENT
OWENSBORO-DAVIESS COUNTY PUBLIC LIBRARY

3 Employess
Total of
346 hr. per month

	No. of hrs. spent on each job
Motion Picture Film, Filmstrips, Film Slides and Film Equipment	
1. Qualifying library patrons to use the library's motion picture film and film equipment. Assisting the patron in selecting motion picture film and film equipment. Taking the patron's request and booking motion picture film and film equipment.	44
2. Processing interlibrary loans of film. Inspecting, cleaning, and repairing film returned by the patron. Inspecting, cleaning and making minor repairs on film equipment. Keeping circulation records of film and film equipment.	40
Film Programs	
1. Selecting and ordering film programs for library showings.	6
2. Writing and laying out announcement and news releases on these programs for the printing sections, local newspaper, and radio stations.	6
3. Setting up the auditorium and showing the film programs.	11
Phonograph Records and Audio-Recorded Tape	
1. Assisting library patrons in selecting phonograph records and using phonograph record equipment.	60
2. Selecting phonograph records to buy for the librarian's approval. Processing new phonograph records when received and filing catalog cards for them. Keeping the phonograph record shelf list up to date.	18
3. Inspecting, cleaning and returning to storage phonograph records when returned by patrons. Notifying patrons when they have damaged or failed to return phonograph records.	60
4. Repairing and replacing phonograph record covers.	16
5. Making adjustments and minor repairs to the phonograph record equipment.	3
Framed Pictures	
1. Assisting library patrons in selecting framed pictures.	4
2. Keeping framed pictures hung, clean and in repair.	6

Microfilm

1.	Selecting microfilm to buy for the librarian's approval. Processing microfilm when received. Keeping microfilm and microfilm equipment clean and in working order.	6

Office Duplicating

1.	Lay out, printing and signs for all library departments.	32

Xerox Machine

1.	Cleaning and adjusting the Xerox machine. Keeping supplies on hand and an account of them. Keeping a record of the use and income on the Xerox machine.	12

Kentucky and Genealogical Collection

1.	Selecting material for the Kentucky and Genealogical Collection to buy for the librarian's approval. Keeping up with what is available.	4
2.	Assisting patrons in using material of the Kentucky and Genealogical Collection. Answering correspondence and telephone inquiries concerning local history and genealogy.	12

Records Kept

1. Number of times projection equipment used.
2. Number of times 16mm film used.
3. Attendance at film showing of films used by, borrowed from or through this department.
4. Number of filmstrips used.
5. Number of Interlibrary Loans.
6. Number of copies made on Xerox machine and supplies used.

All the above records are kept for a monthly report to the librarian.

AUDIO-VISUAL MATERIALS AND EQUIPMENT
OWENSBORO-DAVIESS COUNTY PUBLIC LIBRARY

Materials

Phonograph Records	2,569 Albums
Audio Tape	49 Reels
16 mm Motion Picture Film	38 Titles
35 mm Filmstrips	191 Strips
Microfilm	702 Reels
Painting (framed prints)	86 Prints

Equipment

16 mm Motion Picture Projectors	4
Filmstrip-Slide Projector	2
Filmstrip Projector-Sound	1
Wheeled Projection Tables	3
Speaker-Stand Wheeled	1
Amplivox Sound Rostrum	1
Slide Projector	1
Opaque Projector	1
Overhead Projector	1
Audio tape Recorder-Player	2
Phonohraph Record Player	5
8 mm Super 8 Projector	1
8 mm Super 8 Cartridge Projector	1
Stereo Earphones	10
Mono Earphones	10
Dry Mount Press	1
All purpose Writing Kit	1
Filmstrip Previewer	1
Slide Previewer	1
Motion Picture Screens	4
Microfilm Reader-Printer	1
Microfilm Reader	5
Drawing and Writing Kit	1
Closed Circuit Television Unit	1

Printing and Duplication Equipment

Mimeograph Machine	1
Sign Machine type and type cabinet	1
14" Paper Cutter	1
Drawing Scope	1
720 Xerox Machine (on lease)	1

CUSTOMER SERVICE: No. 3--REFERENCE DESK

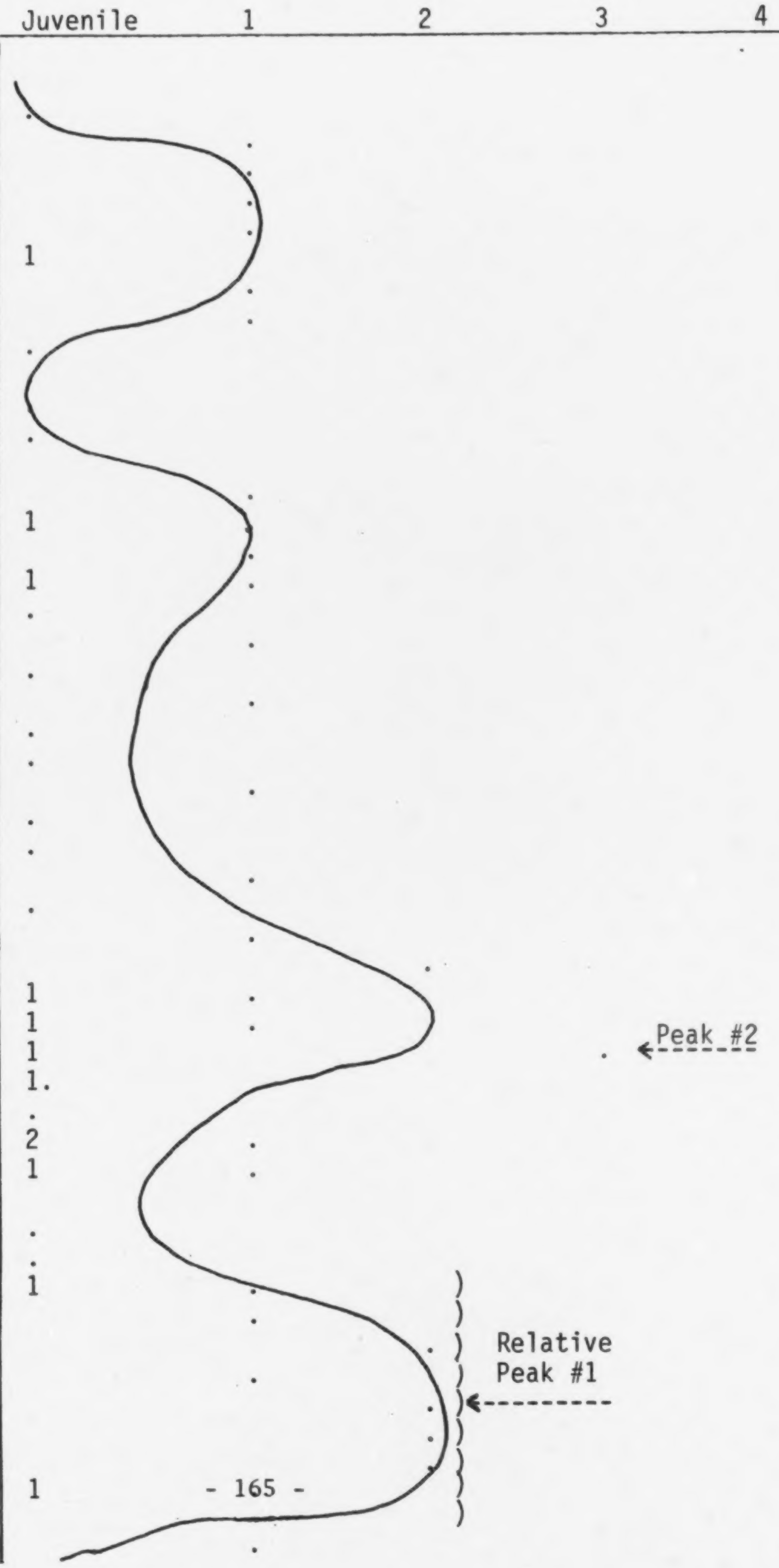
The following sample was taken of the number of patrons at the Reference Desk at 15-minute intervals during the 6 sample days in November 1970.

Although a total of patrons requesting reference assistance cannot be found from these figures, it is interesting to note that the average in any given minute is supprisingly low, 1 person, and that virtually no juveniles were recorded except during the 15-minute intervals from 4:15 to 5:45 with 1 at lunchtime and 1 during the dinner hour. The Reference Service is obviously not attracting juveniles or is at least attempting not to.

The demands on Reference Desk would seem to average out to one person at the desk per minute. This is surprisingly small compared to the number at the Circulation Desk, from 3 to 5.

CUSTOMER SERVICE: No. 3--REFERENCE DESK

Total Patrons at Desk Average of 6 Days		Time	Juvenile
0		9:00	
1		9:15	
1		9:30	
1		9:45	
1		10:00	
1		10:15	1
1		10:30	
1	↑ DIVIDED BY 6 ↓	10:45	
0		11:00	
0		11:15	
0		11:30	
0		11:45	
1		12:00	
1		12:15	1
1		12:30	
1		12:45	1
0		1:00	
1		1:15	
0		1:30	
1		1:45	
0		2:00	
0		2:15	
1		2:30	
0		2:45	
0		3:00	
1		3:15	
0		3:30	
1		3:45	
2		4:00	
1		4:15	1
1		4:30	1
3		4:45	1
0		5:00	1
0		5:15	
1		5:30	2
1		5:45	1
0	↑ DIVIDED BY 5 ↓	6:00	
0		6:15	
1		6:30	1
1		6:45	
2		7:00	
1		7:15	
2		7:30	
2		7:45	
2		8:00	
1		8:15	1
1		8:30	
1		8:45	



Circulation Department

1. Please list the total number of functions performed by any and all members of the circulation staff on at least a somewhat regular basis. There should be some brief description of the function along with the total number of staff hours devoted to that function per month. The total arrived at for all the functions should equal the total number of staff hours per month in the department. This would include all full and part time personnel.

   The intent of this question is to find out all the things you are responsible for doing and how much of the departments time is devoted to this. This should give someindication of the relative importance to the library of that function.

2. Please list the number and types of files or records kept within the circulation department with some description of them. Your recommendations as to the usefulness of each file or its structure would be appreciated as the purpose is to see how, if at all, the chore of keeping files could be lessened.

3. Customer Survey-

   The purpose of this brief survey is to find out how many adults (over 21 and not in school), school-age youth, (high school age or college attendence), and those children (eight grade or younger) come to the circulation desk and how many books, records, or other items are checked out. The form for collecting this information will be fairly simple:

The sample will be taken every fifteenth minute from opening to closing on the following days; Tuesday, Nov. 3; Saturday, Nov. 7; Wednesday, Nov. 11, Monday, Nov. 16; Thursday, Nov. 19; and Friday Nov. 27.

For each of these days, a form sheet should be filled out for every fifteenth minute, i.e., the observer should count the number of people in each of the three catagories and the total number of items checked out for 60 seconds and record these four figures.

Wednes. Nov. 11

Time	Adults	Youth	Children	Items Total
8:00 A	1	0	1	7
8:15 A	2	2	4	18
8:30 A	2	4	1	4

etc.

The number of people counted during the 60 seconds need not be intending to check out books but should be using the circulation desk or personnel. The age factor will be an extimation but this will have to be sufficient for the time being. A stop watch may have to used unless the staff is very accurate. The figures following a time interval on the record sheet should then indicate the amount of "business" done by the desk staff during a sample minute during the day.

4. Due Date Survey-

The purpose of this sample is to find out how many books in each Dewey classification (130, 340, 760, etc.) were taken out during the same six days given is question 3. (Nov.3,7,11,16,19,27.) A book card for each borrowed book will be kept in a due date packet for all the books checked out during Nov. 3rd for example. On the 4th, for example, these cards should be taken and the Dewey number should be recorded. It need not be the exact number but only to the tens place such as 730 instead of 735.116. Other classifications should be recorded separately such as the Biographies. It is important that each book circulated on the given sample days be recorded as to its number. Those books checked out on Nov. 3rd will be kept in a bin marked Nov. 17 and it will be the bin of Nov. 17 that will be counted. The final form of the information should be a listing of the Dewey number plus other classifications with he number of books in that catagory such as follows;

Dewey Classification		Books Circulated				
	Nov. 3	7	11	16	19	27
00						
10						
20...						
100						
110...						
200						
210						
220...						

This sample will indicate the user demands crossing the circulation desk.

5. In-House Use Sample-

The purpose of this sample is exactly similar to that of question 4. It is to find the number of books used within the library by Dewey number (tens place). On the same days as mentioned in questions 3 and 4, we are interested in recording the Dewey number by category of tens of the books used within the library. Signs will have to be printed saying DO NOT RESHELVE BOOKS-PUT THEM HERE and put on standing book trucks near the tables or on the circulation desk. Several times during the day these will be reshelved and at that time their Dewey number should be recorded in the same format as in question 4. I do not expect nearly as many books as in question 4 but we should have some indication of which broad subject areas are being used within the library. This should not overlap with the books circulated or those books just returned that day. The two shelving processes should be kept separate.

6. Registration File Survey-A sample of the total number of registrants will be made if necessary but at a later date. Separate information will be provided for that sample.

Thank you for all your time and effort.

P.S. You can send the results to be as soon as they are in finished form.

ANNUAL REPORTS

	1963	1964	1965	1966	1967	1968	1969	1970	1971
Reference Transactions	X	X	2232	442	416	1303	7436	9378	10,807
Bookmobile Circulation	94,080	96,954	106,140	117,737	92,776	92,408	83,985	54,581	49,262
Library Circulation	158,806	159,325	183,680	123,732	155,514	158,061	196,389	227,639	239,317
Total Book Circulation	252,886	256,279	290,392	242,046	248,879	250,469	281,441	282,220	288,952
Average Daily Circulation									
(Lib. and Bkm.) (Lib)	516	512	609	484	510	886	694	806	
(Bkm)	420	429	437	505	419	440	400	268	
Locally Added Books		3,804	2,625	1,771	2,562	4,046	4,080	3,953	599
Adult Volumes[1]		36,408	34,620	45,197	27,949	30,372	34,159	39,432	
Juvenile Volumes[2]		16,339	13,337	12,682	13,265	13,559	14,885	22,399	5,143
D.L. Volumes Added		2,533	2,720	2,106	2,147	2,533	2,339	2,468	~~2,401~~
Total Volumes 1 & 2		52,747	57,879	57,879	52,738	56,282	58,979	61,831	
County Support	10,000	10,000	10,000	10,000	10,000	10,000	20,000	20,000	20,000
City Support	31,799	35,859	36,752	42,245	55,533	54,940	72,317	87,642	96,504
Total Support from taxes	41,799	45,859	46,752	52,245	65,533	64,940	92,317	107,642	116,504
Fines	1,688	2,120	3,225	2,903	3,487	2,953	4,454	6,092	7,732
New Registration Total	X	X	6,403	5,423	4,124		4,672		
Adult Registrants	X	X	6,748	9,256	11,303		15,508	18,700	
Juvenile Registrants	X	X	2,915	4,940	7,017		10,601	12,099	
Total Registrants	X	X	9,663	14,196	18,320	21,437	26,109	30,799	35,151
Weekly Library hours open	X	X	69	69	84	69	69	72	~~72~~66
Bkm. hours of service	X	X	36	36	34	32	30	30	30
Bookmobile stops			136	135	103	116	121	121	84
Salaries	24,153	27,161	30,821	43,015	45,173	49,228	65,031	87,194	89,191
Staff -Full-time	X	X	X	X	X	X	X	X	
Staff - Part-time	X	X	X	X	X	X	X	X	
Total Staff	12	12	15	13	13	13½	18	26 ?	18½
Story Hours	5	8	39	17	6	Irregular	52	24	70
Attendance at story hour	19	23	16	13	13	15	88	25	48
Library Meetings	34	X	23	16	7	X	28	X	64
Interlibrary Loan	X	X	33	102	95	150	216	180	243

Survey November 1970
APPENDIX "D"

Circulation Department

II. Files and Records

The Gaylord check out system which we are using requires both an alphabetical and a numerical file of borrowers.

The patron desiring borrowing priveleges must register for a library card. A number is assigned and typed in the upper right hand corner of the registration which is then filed in numerical sequence. Another card is typed with patron's name, address, assigned card number and date of issue. This card is filed in alphabetical order by patron's last name. The adult patron is issued a borrower's card which is mailed insuring correct address. The adult card can be used to check out materials from both the Bookmobile and the Library.

The Juvenile borrower's card is kept on file at the Circulation desk until he becomes fourteen years of age. At this time he must register for an adult card to which his juvenile number is transferred. If the juvenile has not re-registered by the time he is fifteen his card is withdrawn from file and the number re-assigned to a new borrower.

A separate alphabetical file of juvenile borrowers must be maintained for the Bookmobile. It is necessary for the juvenile to have a card on both the Bookmobile and in the Library if he uses both facilities.

Film Borrowers

Any person desiring to check out films is required to sign a special film borrower's card accepting responsibility for films used. His library card is stamped with the word "film" and initialed by the A-V staff member who has instructed him in the proper care and use of films. An alphabetical file of films borrowers is kept at the circulation desk. We have approximately 250 registered film borrowers.

Dead File

All lost books, claimed returned, never returned, etc. are withdrawn from circulation files, shelf list and catalog. These cards are filed in alphabetical order by author in a "dead file." If a book appears after a long absence and the cards are found in the dead file, all information is readily available as to action taken. The book can quickly be re-instated. If a replacement copy of book is ordered these cards are used for cataloguing, leaving only lost book card and fine slip in the dead file.

Monthly Report

All circulation statistics are recorded and report given Catalog department for completion.

Petty Cash Record

Daily record of petty cash kept, desk receipts, Xerox receipts, non-resident fees, lost and damaged books (Bookmobile and Library), petty cash spent, Bookmobile receipts for fines.

Functions Performed - Circulation Department

		Weekly Average for November, 1970
1.	Change machine dates and date cards to be placed in materials check out	4¼
2.	Put out and bring in flag, daily weather permitting	1
3.	Count, sort, alphabetize and record previous day's circulation	7
4.	Check in books from book box and write up overdues, if any	1
5.	*Snags	3¼
6.	*Reserves	4
7.	*Housekeeping chores	1

Desk:

8.	*Registrations	125 total for section
9.	Check in materials	
10.	Check out materials	
11.	*Write up overdues if fine not paid	
12.	Compute and collect fines	
13.	Accept payment for lost, damaged and other materials	
14.	Clear patrons	
15.	Give help or information when asked or refer patron to Reference department.	

16.	*Prepare books for shelving	11½
17.	Shelving, includes straightening shelves and shelving loose books	27½
18.	Reading shelves	2 3/4
19.	*Overdues	14 3/4
20.	*Registrations - workroom procedure	
21.	Order duplicate number plates (lost library cards)	125
22.	Checking shelves	1
23.	*Petty cash	5 3/4
24.	Proof reading: All registrations, replaced book cards	2
25.	Filing: Alphabetical, numerical	2¼
26.	Order circulation supplies	Irregular
27.	Prepare books to be sent to Bindery. Process when returned from Bindery	Irregular
28.	Discarding books no longer fit for circulation-Irregular	

		Weekly Average for November, 1970
29.	*Withdraw from circulation files long over due materials. See Dead File in Survey #2	Irregular
30.	Interviewing, training new help	Irregular
31.	Telephoning, Problems, compaints, and overdues	1
32.	Mending (major and minor), lettering and labeling spines, jacket replacements, typing book cards (Both Library and Bookmobile Books)	4¼
33.	Covering other departments, sick leaves or time off for Sunday	24 3/4
	Breaks	15
	Total Assigned Staff Hours for Week	289½

Circulation - November: 20,774

Average Daily: 831

New Borrowers - November: 419 Adult: 297 Juvenile: 122

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* For brief explanation of these functions see pages that follow. Other headings self-explanatory.

Survey November 1970

Circulation Department

Functions Explained #1

Snags

Get proper book and card together. Sometimes involves much searching but the sooner straightened out the better. If a book remains a "snag" for six months a duplicate card is made and book returned to circulation. If a card remains a "snag" for six months it is withdrawn from file, SL and catalog and placed in the dead file.

Reserves

A reserve can be placed on any book listed in the card catalog.

Procedure:
a. Complete reserve request card.
b. Desk attendant locates and tags book card in circulation files.
c. Reserve card placed in Reserve File at desk.
d. When book is returned tag alerts desk attendant to pull reserve from file.
e. Patron is notified by phone or mail that book is available and ready for pick-up. A time limit is placed on pick-up.

Housekeeping Chores

a. Servicing Gaylord machines, change ribbons, ribbon gurards, and keep in good condition.

b. Dust circulation trays, wells, shelves at desk.

c. Take books to workroom each morning, those needing mending, card replacements, new jacket covers, problems, and Bookmobile books that have been returned to the Library.

Registrations - accepting at desk

Patron often needs help in completing a registration form. Desk attendant must check for completeness; then check alphabetical file of borrowers at desk to see if patron has previously registered.

Overdues - desk

If overdue materials are returned and fine not paid desk attendant writes up a delinquent borrowers slip with patron's card number which is taken from book card when overdue book is returned, list date due, date returned and overdue items on back side of slip. Workroom staff member computes fine, notifies patron by card of fine amount due, files slip in alphabetical file behind patron's name and posts a strip with patron's name and card number on the information file on check-out end of desk.

Prepare books for shelving

When a truck is filled with returned and checked in books it is taken to the workroom to await shelving. Each book is card checked and physical condition noted. They are then placed on the cart in order for shelving. Books needing repair or new jackets are taken to circulation workroom.

Overdues

A staff member spends an average of 3 hours daily sending overdue notices. First is sent when material is one week overdue. Second is sent one week after the first, and the third notice, which is a bill, is sent one week following the second. Before billing, shelves must be checked to make sure book has not gotten to the shelf without its card. Prices must be looked up. At time of billing a delinquent borrower's slip is completed and filed. Patron's name is placed on information file at desk and he is not allowed to check out other materials until delinquency is resolved.

Registrations - Workroom prodedure

a. Check alphabetical file for duplicates.

b. Address changes. A patron fills out a change of address form and all files must be corrected.

c. Name changes, single to married, married to single, other: all cards must be pulled, new card issued with old number.

d. Juvenile to adult: all cards must be pulled, new card issued with old number.

Process all registrations and prepare for mailing.

Duplicate numbers ordered for lost library cards. When they are received, cards are processed and prepared for mailing. Before being mailed a note, "Dup. mailed date," must be written on the numerical card in file so that this number if turned in, will not be reassingned.

Petty cash

Receipts for desk and Xerox machine are accounted for daily. Once a week all checks are sent to workroom for deposit preparation, then taken to bank for deposit.

Withdrawals

If borrowed materials have not been returned by the time they are six months overdue a note is placed in A file behind delinquent borrower's name "WD - DF date" (Withdrawn - Dead file date). The book cards are then given to TP for withdrawal. After this is completed the cards are returned to circulation workroom and filed in the dead file.

Daviess County Bookmobile Schedule

		Teachers	Patrons
1	Gerald Keller, Carter and Keller Roads		10
2	St. Martin's School, Rome	4	
3	Chandler's, Mosleyville		5
4	Snyder School	4	
5	Earl Allison, Calhoun Road		5
6	William Crowe		4
7	Murphy's, Calhoun Road		6
8	Raphael Ebelhar		4
9	Roman Meadows		9
10	Krampe's, Wayne Bridge Road		15
11	James U. Hayden, Wayne Bridge Road		5
12	Norman Hayden, Wayne Bridge		8
13	Clyde Fogle, Wayne Bridge Road		3
14	West Louisville School		4
15	Marion Cecil, Berry Road		5
16	Charles Cecil		8
17	John S. Mulligan		6
18	J. R. Schartung, Hayden Bridge Road		4
19	Hugh Boarman, Lyddane Bridge Road		4
20	Our Lady of Lourdes	10	1
21	Longfellow Drive and Byron Court		6
22	525 Lafayette Drive		2
23	3001 S. Daviess Street		2
24	3027 San Juan Drive		4
25	2632 Sunrise Drive		2
26	2923 Asbury Place		15
27	George Clary Grocery, Stanley		8
28	Stanley School	7	
29	St. Peter's School, Stanley	5	
30	Paul Castlen		12
31	Coons' Grocery, Yelvington		3
32	Maceo Post Office		4
33	Maceo School	4	
34	Woodlawn Trailer Court		2
35	Skinner's, Midway Court		5
36	230 Stewart Court		2
37	Cardinal Lane and Willow Way		6
38	826 Eastwood Drive		5

39	Pennyrile Trailer Court, Highway 54 East		2
40	Highland School	7	
41	Kenneth Zoglman		5
42	4715 Springlane Drive		3
43	Philpot Post Office		3
44	Macedonia Church		1
45	Pendley Court		10
46	Gunston Drive		7
47	Carmel Home		20
48	Tamarack School	10	
49	Tamarack Road		5
50	1500 West 9th Street		1
51	Joe Brand, Burton Road		4
52	Leslie Reynolds, Thoreau Village		3
53	Masonville School	8	
54	Tony Reynolds		3
55	Wimp's, Highway 231		2
56	John Reynolds		3
57	Harry Young, Pleasant Ridge		4
58	Roy Burden, Sutherland Lane		8
59	Kenneth Cole, Foor's Lane		4
60	717 Guenther Avenue		4
61	1407 East 4th Street		3
62	Daviess County Junior High	4	
63	Joe Morgan, 3806 Hillcrest Drive		2
64	Daniel's Lane		6
65	720 Glenn Court		8
66	917 James Garrard Court		12
67	John Mulligan, Hobbs Road		2
68	Robert Warren, Kent Road		12
69	Calhoun Grocery		4
70	St. Alphonsus School	6	
71	Mount St. Joseph Academy		50
72	F. G. Riney, West Louisville		6
73	2418 West 9th Street		5
74	Precious Blood School	6	
75	4538 West 5th Street Road		3
76	Robert Sims, Worthington Road		5
77	Francis Thomas, Lee Rudy Road		4
78	West 5th Street Road and Booneville Road		4
79	Joe Kelley, West 5th Street Road		4
80	5218 Essex Drive		2
81	Thomas Rhinerson, Calhoun Road		2
82	C. D. Thompson, Calhoun Road		3

83	Sorgho School	7	
84	St. Mary Magdalene School, Sorgho	6	
85	Curdsville Baptist Church		4
86	St. Elizabeth School, Curdsville	5	
87	Paul Knott, Highway 56		4
88	E. W. Barnett, Sorgho		2
89	Maurice Ebelhar, French Island Road		8
90	Thruston School	11	
91	Mrs. Freeman Miller, Ensor		1
92	St. William's School, Knottsville	5	4
93	Joe Ballard, Knottsville		7
94	Lewis Rhodes, Aull Road		4
95	5708 Locust Lane		2
96	5106 Grandview		9
97	Dennis Howard, Whitesville		3
98	Trinity High School, Whitesville	10	3
99	Elmer Scheper, Highway 54		9
100	James L. Ling, Boston Road		10
101	James Cook, Millers Mill Road		2
102	Ivan Riddle, Millers Mill Road		2
103	James Houtchen, Reid Road		7
104	Locust Hill, Thruston-Dermont Road		4
105	Larry Ashby, Sutherland		4
106	Sutherland School		6
107	Buzz's Antiques, Browns Valley		2
108	Gennetta's Grocery, Utica		2
109	Mackey's Grocery, Utica		2
110	Utica School		8
111	3851 Bowlds Court		3
112	S. Cherokee and Sioux		1
113	Royal Drive and College Drive		5
114	3308 Comanche Drive		1
115	2990 Chippewa		4
116	Ottawa Drive and Christie Place		7
117	2258 Citation Drive		8
118	2244 South York		5
119	2252 S. Stratford		3
120	Village West Shopping Center		1

Summer Stops

	Patrons
Holmes Drive and Jefferson St.	5
Devonshire Drive and Southland Street	2
Merlin Farmer, Stanley	3
Alexander's Grocery	6
Randall Richerson	4
Billy Mulligan, French Island Road	5
Blessed Sacrament	6
Wimsall Road	5
Wedding's Grocery	5
Lincolnshire Apt., Pennbrooke St.	4
The Mission, 2526 Lancaster	2
Lee School	3
Goodloe School	0
Saratoga Trailer Park	3
Payne Grocery, Knottsville	10
Johnson's, Knottsville	7
McDaniel's, Jack Hinton Rd.	6
Tom Hagan, Whitesville	7
Cecil Payne, Whitesville-Knottsville Pike	10
Mike McCarty, Mohon Rd.	5
Clay Wilhite, Hwy. 431	4
Lincoln School, 1600 Breckenridge St.	0
Franklin School, 805 E. 7th. St.	1
Cates, Wink Ct.	3
St. Pius X School	2
Frances Clouse, Cummings Rd.	5
Higdon, Hwy 56	8
Charles Sapp, Clayton Rd.	5
Sorgho Super Saver	4
Medley's Grocery, Sorgho	9
James McCarty	7

PROPOSED PROJECT TO SERVE THE DISADVANTAGED OF DAVIESS, HANCOCK, AND OHIO COUNTIES WITH BOOKMOBILE SERVICE

PURPOSE

To upgrade bookmobile service in three counties through a cooperative program for the three counties.

OBJECTIVES

To reach the disadvantaged of these three counties by providing library service with a bookmobile.

To increase service to adults, with emphasis on information or reference service.

Relation of the bookmobile collection to the needs and interests of the people served.

Continuous evaluation of the bookmobile program in order to provide the best possible service.

PLAN

Upgrade and enlarge the collection to include materials for quick reference and a large number of paperbacks for adults. A limited amount of pamphlet material would also be included.

A staff to include a minimum of two people on the bookmobile at all times, one of whom would be a professional librarian.

A schedule to provide service in afternoons, evenings, and on Saturdays when adults would be home.

A publicity program to emphasize the substantial type of adult service which is planned.

Centralization of all processes except public service at the headquarters library to free bookmobile staff for reader advisory and reference service.

TECHNIQUES

Collection

The collection on the bookmobile at any one time to contain no more than one-fourth adult fiction titles and one-fourth juvenile fiction titles; the balance to be adult and juvenile non-fiction titles.

Inclusion of the following reference books: State directory; two almanacs; Bartlett's Familiar Quotations; U. S. Statistical Abstract; U. S. Government Organization Manual; an unabridged dictionary; World Book or Collier's; St. James and Revised Standard Versions of the Bible; an etiquette book; Who's Who in America; Webster's Biographical Dictionary; and Columbia Desk Encyclopedia.

A complete turnover of the collection, except reference, at least every three months.

The encouragement of the use of reserves, requests, and inter-library loan.

Staff

Two crews of two each to operate 60 hours weekly.

Each crew would consist of a professional librarian and a clerk-driver.

A third clerk would be employed so that one person would be on duty in the headquarters library at all times.

The entire program would be under the supervision of the regional staff.

Schedule

A bi-weekly schedule would be worked out if at all possible.

Stops would be scheduled at neighborhood stores, shopping centers, housing projects, institutions, parks, commercial or industrial locations, and residential areas of high density.

Time of stops would be no less than 30 minutes up to four hours or longer. Evening stops would be not less than two hours long.

Administrative

A bookmobile to carry 3,500 books would be required.

A station wagon to be used by the bookmobile staff for transporting equipment and books would also be needed.

Centralized in the headquarters library would be circulation routines, reports, handling of requests, repairs, etc.

Vacation reading programs, story hours, and adult programs would be planned as needed.

EVALUATION AND FOLLOW-UP

A reader interest survey yearly to assist in scheduling and acquisition of materials.

A regular schedule of book acquisition and discarding.

Regular but infrequent riding of the bookmobile by the regional staff.

Frequent revision of the schedule as new stops are needed or old ones need to be dropped.

SCHEDULES

The weekly schedule of the Children's Library is as follows:

Monday - There is one person on duty from 8:30 A.M. until noon. From noon until 1:00 P.M., there are two people on duty, but there is only person from 1:00-9:00.

Tuesday - Same as above.

Wednesday - Three Wednesdays a month, there are two people in the room from 8:30 A.M. until 5:00 P.M. From 5:00-9:00, there is one person on duty. One Wednesday a month, there is one person on duty all day. Wednesday's schedule is like this because this is my day off when I work on Saturday.

Thursday - Two people from 8:30-4:00. One person from 1:00-5:00.

Friday - Same as above.

Saturday - One person from 9:00-12:00; two people 12:00-4:00: one person from 4:00-6:00.

The children's room is manned from 8:00 A.M. until closing time. Our Saturday schedule is arranged in the hopes of having the most people in the room during our rush hour following the children's program.

GOALS OF GREEN RIVER REGIONAL LIBRARY

1. Local income of 3.00 per capita by 1975.
2. Within five years a total of 300,000 volumes in the region with 100,000 of these a headquarters collection of adult non-fiction titles as the basis for a regional reference center.
3. A trained librarian heading each county library with an adequate educational program for untrained personnel.
4. The regional staff strengthened as needed with specialists in various areas of library service.
5. An educational program for library trustees.
6. A study of the present bookmobile programs with a view to revamping the existing program or substituting a mail service for rural library users.
7. A study to determine who the non-users of the library are.
8. Establishment of a cooperative plan for library service which would involve all types of libraries in the region. A union catalog of their holdings would be compiled.